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ABSTRACT

A system study of the Shelter Rock Public Library was conducted using available documents, background statistical data, and site visits. The library was found to be a strong public institution. The study group's major recommendations included: reorganization of the staff into three major departments--public services, technical services, and circulation; reallocation of the library's interior spaces; increased professional staffing; creation of a collection development philosophy; and construction of a policy and procedures manual. (PF)

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Review
of Programs & Services

Shelter Rock Public Library

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1975

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THE SHELTER ROCK PUBLIC LIBRARY

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A study conducted by the staff of the
Nassau Library System --

September 1975

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PREFACE

It has become somewhat of an annual tradition at the Nassau Library System to provide member libraries with flyers detailing the "Checklist of Services" that are available by virtue of membership in the cooperative system. Included on the annual "Checklist" under "Administration" are several consultative services that, within the past two year period, have resulted in the completion of nine member library surveys. On the checklist the offerings read - Building consultation, Community surveys and site evaluation, and Management assistance. In each case, the exact focus of the survey varies among libraries, as some request studies to gather opinions about building options, others seek to streamline procedures and possibly reduce staff, while others are concerned with possible methods to reverse declining circulation figures, etc. In the case of the Shelter Rock Public Library, interest in an overall survey probably stems most directly from participation in the test phases of the Rutgers University study funded by the U. S. Office of Education during the early 1970's. The study concerned itself with the "Measurement and Effectiveness of Public Library Service." Unfortunately, as is the case with so many similar federal projects begun in the late '60's and early '70's, funding dwindled to the stage that much of the statistical data collected in the project remains today in the raw, unanalyzed state that is of limited value to the sample participants, such as Shelter Rock. Thus conscious of the value of evaluation and curious about the possibilities for improvement through change, it is a natural follow-up to find that the Shelter Rock Public Library Board of Trustees met with Mr. Andrew Geddes, Director of the Nassau Library System on the night of October 23, 1974 to discuss the scope of a system study of the total library plant. By letter, dated October 25, 1974, Mr. Charles H. Lesser, President of the Shelter Rock Board, wrote officially requesting that the Nassau Library System undertake a survey of the public library. Replying to the Board's request by letter dated October 30, 1974, Mr. Geddes agreed that the System's staff would undertake the study during 1975, and further stated that the System was appreciative of the "opportunity to be of service to the Shelter Rock Library community."

In beginning the study of the Shelter Rock Public Library, the Director assembled for the consultant team at the System all relevant documents such as past studies of the community, Board minutes for the past year, scale drawings of various areas in the library building, staff work weeks and description of duties, map of the district, etc. Prior to beginning on-site visits by the consultant team, the System also prepared background statistical data both on the budget of the library and on the socioeconomic condition of the families in the district. In addition, as part of a continuing project to improve the survey team technique, Shelter Rock served as the first site of a staff orientation session designed to inform all staff of the ongoing study being made and also designed to elicit staff ideas

through completion of a questionnaire (see Appendix C-1). The next phase involved site visits by the NLS consultant and specialist team to observe facilities and materials first hand and discuss with related staff members the plans for various service points within the library. Once reports were completed by each team member, which often involved follow-up visits, the total mass of data was reviewed, revised, and rearranged to assist in arriving at the various conclusions and recommendations which are scattered throughout the survey as well as being capsulized and crystallized in the final chapter. To be of value to the Shelter Rock Public Library, the various suggestions deserve the review and consideration of the Board of Trustees prior to acceptance or rejection, for only they are appointed executors of the library's future.

For a Director the whole process of having a survey must be somewhat similar to having company in the house for about three months. And, of course, during the months of the survey the whole library operation can't just grind to a halt, so the patrons keep coming, the programming goes on, and somehow squeezed into these crowded moments time is found for planning talks, consultant interviews and space analysis. Credit for all the behind-the-scenes coordinating that makes the survey possible belongs rightfully to the Director who made the months of this study educational, pleasant, and interesting for all of those involved. And, it must also be said, that no one could spend time with the Shelter Rock staff without coming away inspired by the vast array of talent and professional concern that is exhibited by all.

This study of the Shelter Rock Public Library includes the effort and initiative of countless members of the Nassau Library System staff -- from printer, to those in the secretarial pool, and all of those individuals with professional specialties. The finished report then is a composite of many individual opinions and suggestions that were coordinated and written by Miss Ullom with the exception of the chapter on community relations compiled by Mrs. Glaser and that on technical services authored by Mr. Pfefferle. NLS staff professionals contributing to the project were:

Gloria Glaser - Public Relations Consultant
Estelle Goldstein - Adult Services Specialist
Edward Hingers - Audiovisual Consultant
Muriel Javelin - Interagency Consultant
Lillian Katz - Audiovisual Specialist
Richard Pfefferle - Chief of Technical Services
Cynthia Randall - Reference Coordinator
Julia Russell - Young Adult Services Specialist,
Age Level Coordinator
Linda Ullom - Administrative Assistant to Director
Barbara Wolfson - Children's Services Specialist

Andrew Geddes, Director
August, 1975

PLANNING DIMENSIONS

The Shelter Rock Public Library is a Special District Library situated in the town of North Hempstead and covering about 8 square miles (use Appendix A-1). Contained in the enabling legislation creating the Shelter Rock Public Library is a description of the boundary of the Special District:

> All that part of the town (of North Hempstead) bounded on the east by the incorporated village of Old Westbury, on the south by the incorporated villages of East Williston, Williston Park, Mineola, and the town of Hempstead, on the west by Union Free School Districts Number Five and Number Seven of the town of North Hempstead, and on the north by the incorporated village of North Hills, Roslyn School District Number Three and the incorporated village of East Hills. McKinney's 1962 Session Laws, Chapter 972.

The Nassau County Planning Commission estimated that the population of the Shelter Rock Public Library District in 1974 was 27,500 while local library planners rely on the figure 30,000 to describe the population residing in the district. Both figures are educated guesses and could only be verified by an actual census in the District. If the LILCO projection for growth in the Town of North Hempstead by 1985 holds true, the Special District will reach a population of 33,180 during the next ten years. Recent trends in nationwide population are showing some migration out of the Eastern seaboard to more westerly and warmer climates though, so the LILCO estimate may never be realized. So, forecasts for the Shelter Rock Community then would indicate that population has stabilized and the frenzied growth of the 60's has subsided.

The Shelter Rock Special Library District is not as well served by public transportation as some of the more densely populated sections of Nassau County. No mass transit system is within reasonable walking distance of the library on Searingtown Road. The Metropolitan Suburban Bus Authority does have routes that cross through the uniquely shaped area for short distances on Hillside Avenue, Jericho Turnpike, Willis Avenue, and Roslyn Road. These east-west and north-south routes lead into Jamaica Terminal and Hempstead Terminal either directly or by transfer. Service to the district by the Long Island Railroad follows the Oyster Bay Branch with a stop at the Albertson Station or the Huntington-Port Jefferson Branch along the southern boundary of the District with Merillon Avenue Station being the nearest stop. For auto traffic, the Long Island Expressway and the Northern State Parkway are accessible at the District's northern

boundary and Meadowbrook Parkway is accessible along the eastern boundary. Major arteries crossing the District are I. U. Willets Road, Hillside Avenue, and Jericho Turnpike for east-west movement and Roslyn Road, Willis Avenue, Searingtown Road/ Shelter Rock Road for north-south movement. Large sections of the District are criss-crossed with smaller side roads that are designed so as to discourage heavy traffic volume. Placement of the library was dependant to a larger extent on centrality than on location near shopping centers which can often lessen chances for maximum circulation.

Eight census tracts are included in the Shelter Rock Public Library District - 3021.02 (pt.), 3022 (pt.), 3023, 3024, 3025.01, 3031.01 (pt.), 3031.02, and 3032.01 - thus complicating the construction of an exact profile of the area. Median family income in the District (according to the 1970 census) ranges from a low of $13,518 in tract 3022 (only partially in the District) to a high of $30,545 in tract 3025.01 as compared with the overall Nassau County median of $14,632 which falls between the high and low recorded for the Shelter Rock area. Tract 3022 is on the most northern extremity of the District and is split between the Shelter Rock Special Library District and the Roslyn School District, while tract 3025.01 borders on Meadowbrook Parkway and is on the east side of the District. The library building itself is situated in tract 3023 which has a median income of $23,938, considerably above the county average. The range for the percent of all families below the poverty level is consistent with the range among the tracts according to median income. In tract 3031.01 (partially in the Special District), the percent below the poverty level is insignificant and thus not recorded at all, while the highest percent of all families below poverty level occurs in tract 3022 (also partially in the District) and is recorded as 7.1%. A more representative tract (3023) records the percent below poverty at 2.2%. Comparison of income cluster patterns is also representative of tracts. In the Shelter Rock District, three tracts (3022, 3024, and 3031.02) have clustering occurring at the income range of $10,000 - $49,999 with between 65 and 75% of all the families in the tracts having incomes within this range. The tract 3023 (location of the library building) has 71.05% of all its families making between $15,000 and $49,999. Three tracts have clustering at even higher income levels (3021.02, 3025.01, and 3031.01) with the range in these areas being from $15,000 to $50,000 or more annual income for 70 to 85% of all the families. Five of the census tracts list the major occupational grouping as "professional, technical, and kindred workers" (3021.02, 3022, 3024, 3025.01, 3031.01), while tract 3023 (location of the library building) records a larger group occupationally classified as "managers and administrators, except farm," and the two remaining tracts list the largest occupational category as "clerical and kindred workers" (3031.02 and 3032.01). Three tracts (3022, 3024, and 3031.02) have a significant number of workers employed as "craftsmen, foremen and kindred workers." According to the very thorough paper prepared by Edith T. Hyman entitled "The Community Served by The Shelter Rock Public Library," the "most important industry" in the District is the Human Resources Center just northeast of the library itself. This Center employs both disabled and mentally retarded workers and has captured several government contracts. So successful has the Center been that it

remains a model for other areas of the Country in designing and setting up workable programs for the handicapped. In all eight tracts, the median school years completed exceeds 12 with a range from 12.3 years completed in 3022 and 3031.02 to a high of 14.9 years completed in 3021.02. From all appearances, it would seem that the average Special District adult resident has had schooling of either a technical or college level. Thus far then, the Special District profile does show that the majority of the residents are making above average incomes, are white collar workers, and have some educational experiences beyond high school. In order for the Shelter Rock Public Library to serve its community most effectively though there must be some provision made to attract the minority groups in the community which are earning below county average incomes and are caught in the poverty cycle. And although there has been considerable effort during the past decade put into devising effective ways to serve the disadvantaged through library experiences, nearly all studies reveal that none of the alternative service patterns are easily instituted and all require a firm committment to expanded service - consequently, it is clear, that no less than total Board and administration committment to a change in service philosophy would ever result in improved and increased service to the economic and educational minorities in the District.

In Nassau County as a whole the school age population is declining, elementary schools are shutting down, maternity wards are being converted to other uses, and generally the median age is rising at a rapid rate. In the Shelter Rock Special District though the over 65 age group has reached significant proportions in only two tracts - 3022 (only partially in the District) with 9.63% of the population over 65 and 3031.02 with 8.14% of the population over 65. The tract with the highest percent of youngsters in the under age 5 category is 3024 which has 6.66% of its individuals under age 5. Tract 3023 (location of the library building) has 4.13% of all individuals under the age of 5 and 2.54% over the age of 65. Actually, the planners at Shelter Rock have some time to work out detailed plans for most effectively meeting the needs of the growing numbers of elderly. With two target areas of rather high numbers of Senior Citizens though, the decision to realign service options for the elderly should be made to respond to a county-wide trend. According to census information on "country of origin," there are important segments of the Special District comprised of foreign stock. In no case though does foreign stock comprise more than 50% of any tract's population - tract 3031.01 leads all eight tracts with 49.39% of the individuals being of foreign stock. Four tracts (3021.02, 3023, 3025.01, and 3031.01) record the largest number of foreign stock originating in the U.S.S.R. while the remaining four (3022, 3024, 3031.02, and 3032.01) have their largest foreign stock originally from Italy. Other countries from which sizeable numbers of the District come are Poland and Germany. Only one tract (3021.02) has a significant percent of "persons of Spanish language," with country of origin not designated. From information gathered by Edith Hyman for her paper, it would appear that sizeable numbers of the community are Jewish (there are 8 synagogues in the Special District) with other religious bodies of noteworthy size being Lutheran (5 churches in the District), Methodist (5 churches), and Roman Catholic (5 churches).

Racially, in Nassau County as a whole, 94.9% of the population is white, 4.6% Negro, and .5% are of other groups. In all but three of the eight tracts, the percentage of Negroes in the population does not even reach the 1% level. The largest percent of Negroes occurs in tract 3022 (partially in the District) which has 10.1% of all individuals recorded as black, next is tract 3032.01 with a black population of 3.9%, and last is tract 3025.01 with 1.6% of the population black. In determining library goals and objectives, in actually purchasing materials for the community, in devising programs that will answer either a real need or offer entertainment, library planners must always keep in mind the diversity of the population they serve and attempt to successfully mold services and programs to the uniqueness of the community. Certainly there is individuality and variation in the Shelter Rock service area but unlike many more diversified neighborhoods there is a degree of homogeneity that could tempt planners to overlook the minority groups (minority in terms of age, or economic status, or schooling, or race). Raising the level of consciousness to include constant perception of the minority individuals in the Special District must become part of the library planning program.

The public schools within the District (use Appendix A-2) are attached to one of three School Districts that cross the Special District boundaries - U.S.F.D. #10, Mineola; U.S.F.D. #2, East Williston; or U.S.F.D. #9, Herricks. Only the Herricks District has all of its school facilities located within the Special District borders, including: Herricks High School, Herricks Junior High School, Center Street Grade School, Denton Avenue Grade School, Park Avenue Grade School, Searingtown School, and Wickshire Grade School. East Williston District #2 has only one elementary facility actually within the Special District lines - the Willets Road School, and Mineola District #10 has two school buildings in the Shelter Rock service area - 1) Mineola High School and 2) Meadow Drive Grade School . While it would appear that such a fragmented arrangement would offer difficulties for creating a library service area identity, the Hyman report indicates that at least one project has seen tri-district cooperation among the schools, indicating that unified action and cooperation among the three districts is not limited to public library activity. Of the many non-public schools within the three school districts, only one - the Human Resources School for handicapped youngsters from nursery school through 12th grade - is actually within the Special District boundary.

HISTORICAL PERSPECTIVE

"It would have been much easier to open a bar . . ." - how appropriate that this phrase was used near the end of the campaign to gain a public library facility for the jurisdictionally fractured area given the name - Shelter Rock. There is little doubt that the many, many individuals who had a hand in helping to establish the Shelter Rock Public Library would find a great deal of irony in the often quoted statement - in the United States, government is designed "for the people." Why then, one might ask, did it take over three years of legal maneuvering and political compromise for "the people" in the Shelter Rock area to realize their goal of a tax-supported, free public library? An answer to this question can be found partly through the Governor's Memorandum dated May 1, 1962, which accompanied approval of Assembly Bill, Print Number 5446 establishing the Shelter Rock Public Library. Then Governor Rockefeller stated:

> The difficulties which have been encountered by the sponsors of this and other bills of this nature and the repeated applications which are made for special authorizations to establish such libraries, all indicate the need for revision of existing statutes under which public libraries may be established so that local governments may better provide library service for all the people of their communities.

Interestingly enough, despite Rockefeller's concerns of 1962, the statutes remain to this day essentially unchanged so that units that are in unincorporated communities or that are outside the boundaries of village or school district libraries face the same uphill battle that Shelter Rock faced to secure public library service for their residents. For these areas, Shelter Rock has become a model to follow for realizing success.

According to the rather complete report of the "Origins of the Shelter Rock (New York) Public Library," compiled by Elaine Seaton in partial fulfillment of the requirements for a Master's degree at the C. W. Post Graduate Library School of Long Island University, the first concern for a public library in the present area of the Shelter Rock Public Library is traceable to the November, 1954 letter of Mrs. Violet Zalkin, Co-Chairman of the Library Committee of the Wickshire School (now in the Herrick District), to the Division of Library Development in Albany. Others involved in the inquiry were Miss Mary DeMarrais and the Principal of the Wickshire School, Mr. Raymond J. Quick. As the Division of Library Development could offer no promising solution for library service in the unincorporated areas since parts of the

nearby school districts were already served by village libraries (in essence creating other fractured units), the local PTA elected to establish and operate a token library in the school. During May, 1957, Mr. Herbert Paul was selected to be Chairman of the Herricks Public Library Committee by the Citizens Advisory Council of the Herricks School District which consisted of representatives from 20 civic and educational organizations acting as advisors to the Board of Education. Despite much public speaking on the lack of adequate public library facilities in the immediate area, Mr. Paul too discovered that the jurisdictional matter of establishment was quite complex and gradually his project petered out. The third major push for a public library has come to be known as the Dewey Avenue Fire House meeting which was held in the early part of 1960 and was organized by Mr. Gerard Seufert. From this and subsequent meetings, the decision was made to work for a tax free library to be temporarily supported by public subscription since the impossibility of establishing either a school district or village library was already common knowledge. The Dewey Avenue Fire House and other meetings which followed shortly thereafter represented the first move away from primary involvement in establishment of a library by the local school district personnel. By May, 1960, local citizens with the assistance of Mr. Henry Shearouse of the State Library Extension Division had agreed upon the goal of acquiring 4,000 books the first year and thereupon formed three committees to further progress toward the goal - 1) Board of Trustees, 1) Publicity, and 3) Fund Raising. Mr. Seufert was chosen to be acting Chairman of the Board of Trustees. The area that was selected to be the target site for the new library included the unincorporated portions of ten communities - New Hyde Park (now served by the Hillside Public Library), Herricks, Williston Park, Hillside Manor, Garden City Park, Searingtown, Albertson, Mineola, Roslyn, and Roslyn Heights. The original three committee structure of the local citizens group eventually evolved into only two bodies, i.e. the Board of Trustees which concentrated on legal and political challenges and the Friends of the Library which worked on fund raising and publicity projects during the next three-year period. According to Mrs. Seaton though, the separation of the two groups was far more artificial than actual as they functioned as one group more often than not. Application for a charter from the Division of Library Development was made on June 10, 1960. The first official Board of Trustees chosen for charter application consisted of Mr. Gerard Seufert, President; Mr. Herbert Paul, Vice-President; Mr. Henry Parry; Mr. Daniel Shapiro; and Mr. Sal Mulay. In addition, Mr. George R. Johnson acted as Treasurer of the group and Mrs. Minna Paul was selected to be Secretary with Mr. Herbert Balin, attorney for the Herricks School District, being chosen as advisor to the Board. From the foregoing listing it is clear that some of the original push for a public library that had originated within the Herricks school was still of major importance in the formation of the library, with both Mr. Paul and Mr. Balin having school district connections. Just for purposes of securing the charter, the Friends group was designated as the "Friends of the Library: Albertson, Garden City, Herricks, Hillside Manor, Roslyn Heights, Searingtown." It was not until June 21, 1960, that the Board officially chose the name "Shelter Rock Public Library" - the brainchild of Mr. Herbert Paul. Mr. Paul's creation came from his knowledge of the local area and the past significance of "Shelter Rock" which is a "natural stone

formation" some 600 feet south of Northern Boulevard near the street named Shelter Rock Road. According to local historical accounts, Shelter Rock provided a protected spot for early travelers to rest as they trekked across the open countryside. Once the name was agreed upon, the Friends group, led by Mrs. Sondrea Messing, also became Friends of the Shelter Rock Public Library. By July 11, 1960, shortly after his appointment as advisor to the Board, Mr. Balin was already reporting - "special legislation will have to be passed in order to set up a library district." It was not long thereafter that the Board began in earnest to follow through on the political steering of the library effort by inviting two contenders in the pending assembly race to attend a Board meeting and outline their plans for special legislation should they be elected. The Friends group was also actively seeking contributions. One technique for fund raising involved requesting local organizations to contribute $25 to the campaign. Each organization was also requested to appoint a library committee member to work on coordinating local efforts. Even every member of the Board of Trustees and of the Friends Committee was asked to chip in $10 to the library effort. In fact, the zeal for fund raising and the ingenious techniques used to gather financial backing attest to the determination of the Friends leadership. By September, 1960, the monthly issues of the Library Bulletin were being mailed to every household in the target area. Somehow in the midst of all the flurry over getting the library on sound footing, there was time squeezed in to begin the first regular public library service to the district which consisted of a series of Saturday morning Children's Story Hours held in different elementary schools in the area. Assisting with this undertaking was the Children's Consultant from the Nassau Library System. The highlight of all the fund raising events was the house-to-house campaign which was organized by Mr. Herbert Davison and involved the training and orientation of sizeable numbers of volunteers. The ongoing push for a public library appeared destined for success until the early months of 1961 when the special legislation bill was killed by the Assembly. Recovery from depression over the defeat of the legislation was relatively swift, though as further study showed that a technicality involving the borrowing power of the new district had worked to defeat the bill. And, in fact, as more became known about the process of getting a piece of special legislation passed, it became clear that opposition to creation of a special district library was surfacing from the Governor's office, the Attorney General's office, the New York Library Association, the Town of North Hempstead officials, the State Education Department, and the Comptroller. By May, 1961, Mr. Balin was outlining plans to "use the legal services of the State Education Department" and to seek "prior approval" from the State Education Department and the Comptroller's Department of Audit and Controls "before the legislature meets." The opposition of the Town officials to the legislation was resolved through a "memorandum of understanding." Obviously though the legal technique and preplanning compromises were successful for by January 31, 1962 the bill had gone all the way to the floor of the New York State Senate and by April 30, 1962 Governor Nelson Rockefeller had signed it into law. The first hurdle was behind the library planners at Shelter Rock but the future was not yet certain because the legislation required a vote of the district to confirm intent to establish and support a public library facility. The special election held on June 30, 1962, presented the

elected Board members with a clear mandate to begin the Shelter Rock Public Library; votes cast were 1,658 in favor, and 438 opposed. The five trustees elected on that day were Mr. Herbert Shalat, Mr. Morton Barrow, Mr. Leonard Peddy, Mr. Herbert Paul and Mrs. Sondrea Messing. Less than a month after the election, the Board negotiated a 3-year lease for space in what had formerly been a drugstore. By the time realization of the goal of a Shelter Rock Public Library was definite, the library had already been received into membership in the Nassau Library System. On October 1, 1962, Mr. Leonard Hammer was named Director of the Library and from then until March, 1963, the library was readied for the grand opening. The former drugstore required a substantial amount of remodeling and the collection itself had to be assembled and readied. Contributing to all of this work was the local Friends group. The official dedication ceremonies were held on February 24, 1963 and on March 4, 1963 the library itself was opened for business. Growth years beyond this opening day record an interest in the children of the community expressed by hiring a full-time children's librarian in January, 1964. The second director of the Shelter Rock Public Library (Mrs. Frances Golub) assumed her duties in November, 1965 just in time to begin planning for the space needs of the library which were outstripping the size of the original leased building. Aware of the problem, the Board started planning for a new facility and began once again to inform their public, this time of the need for space. In recognition of the effectiveness of the materials designed for the library building campaign, the Shelter Rock Public Library was awarded an Honorable Mention in the American Library Association's Library Administration Division's annual public relations contest for 1970. In deciding upon the most appropriate location for the new facility, an actual count of houses was made so that the site would be equidistant from all points in the uniquely shaped service area. The bond issue results turned in a vote of 2 to 1 for the new building and construction began. The design of the library adds an architectural highlight to the area and was so recognized by being awarded a Silver Award in the 1970 design competition sponsored by the Long Island Association and the American Institute of Architects. The design was created by Bentel and Bentel and was opened to the public on March 2, 1970.

The Shelter Rock Public Library is open 60 hours a week the majority of the year with the schedule being from 10 a.m. - 9 p.m. Monday, Tuesday and Thursday; from 2 p.m. - 9 p.m. Wednesday; from 10 a.m. - 6 p.m. Friday; from 9 a.m. - 5 p.m. Saturday, and from 1 p.m. - 5 p.m. on Sunday. During the summer months, on both Saturday and Sunday, the library remains closed.

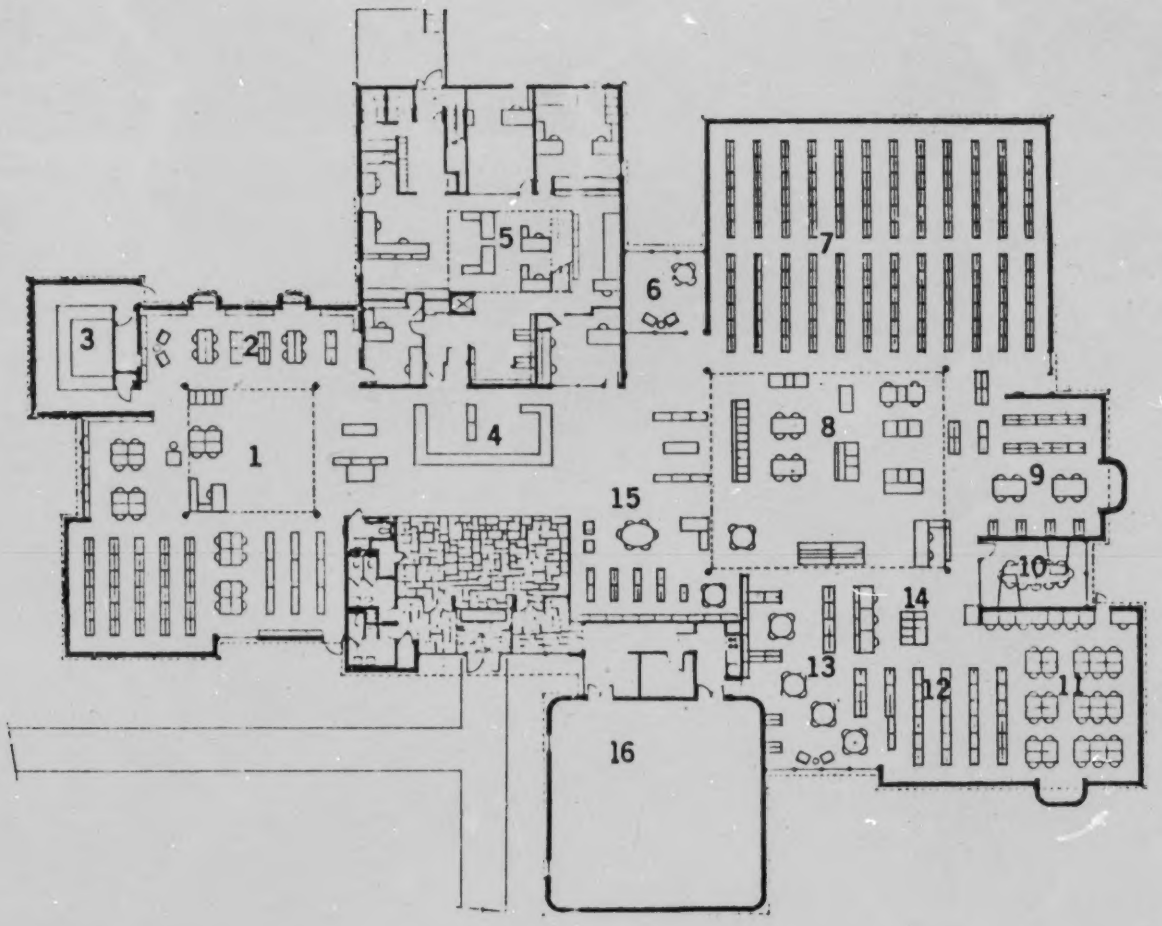
The library itself is situated at the base of the deep bend in Searingtown Road (a major thoroughfare in the area) in what might be called institution row. Further north of the library is the Human Resources Center; next door to the library property is a VFW hall and on the other side is a neighborhood park with a pond, and continuing around the bend in the road is a Jewish synagogue. The property chosen as the site for the new building then is removed from the main stream of shopping traffic that frequents reasonably close shopping centers. The setting enhances the building and the surrounding grounds add an openness not often possible in the ever compacting county suburbs. Parking at

Shelter Rock is a real pleasure as the available lot provides sufficient space for sizeable audiences. If additional places are ever needed, the VFW is willing to assist with other parking facilities.

From the side parking lot, entrance to the library follows a concrete walk about midway down the length of the building to the main doors. Affixed to a pane at the entryway is the nationally recognized safety symbol designating the facility as one accessible for the handicapped - i.e., having door frames, water fountains, toilet facilities, etc. designed for wheel chair use. There is a glass enclosed foyer leading to the public rest rooms (on the left), the meeting room (on the right), and the library proper (across from the outside entrance). Both this foyer and the showcase area in the main library, directly in front of the circulation desk, have an attractive rock flooring and distinctive lighting plus well-placed potted plants to add eye appeal and interest to the library experience. To the left of the showcase area is the Children's or Juvenile section of the library which is charming. The rich wood tones of the interior are accented by window placement and bright carpeting and furnishings. Two Japanese kites from a previous exhibit flutter in the central air drafts and add a feeling of life to the atmosphere. The clever window box seats in the picture book area have appeal for all, even the young-at-heart. In the far corner of the Juvenile section is a U-shaped story hour room with stair-step carpeted seating for the youngsters. Across the room from this story hour area is the Children's Librarian's office which is draped for some privacy, although one glass wall does make the children's area always supervisable. To the right of the entrance is the young adult area which, while housing young adult materials, is coming to be used as the site for Information and Referral headquarters. Following along the outer wall from the young adult area is the recent periodical storage section and reading lounge, rather secluded in a wing not supervisable from the main circulation desk. Between this lounge area and the large section of carrel seating, the reference collection is housed. A conference room for small group discussions is situated between the carrel area and the art and music shelving and study portion of the main floor. Along the far wall of the adult section is a sizeable area of shelving for adult fiction and non-fiction that can easily accommodate future collection growth. Right in the center of the adult section, there are tables and chairs and lounge furniture for reading and study, the vertical files, some listening areas, and staff desks for Art and Music and for Reference. Across from the Young Adult area is a glass enclosed conference area that contains the framed print collection. Directly in front of this memorial/conference area is the card catalog. To the right of and behind the circulation desk is the Adult Services office which functions frequently as the main reference desk. Passage through the Adult Services office leads to the main workroom area which is two-story with an open well on the second level. The Director's office, the Business office, Technical Service operations, data processing operations, the delivery entrance, staff rest rooms, etc. are all found on the first level workarea. On the second level, the staff lounge area, storage of older periodicals, custodial quarters, the Chief of Technical Services office, etc. are located.

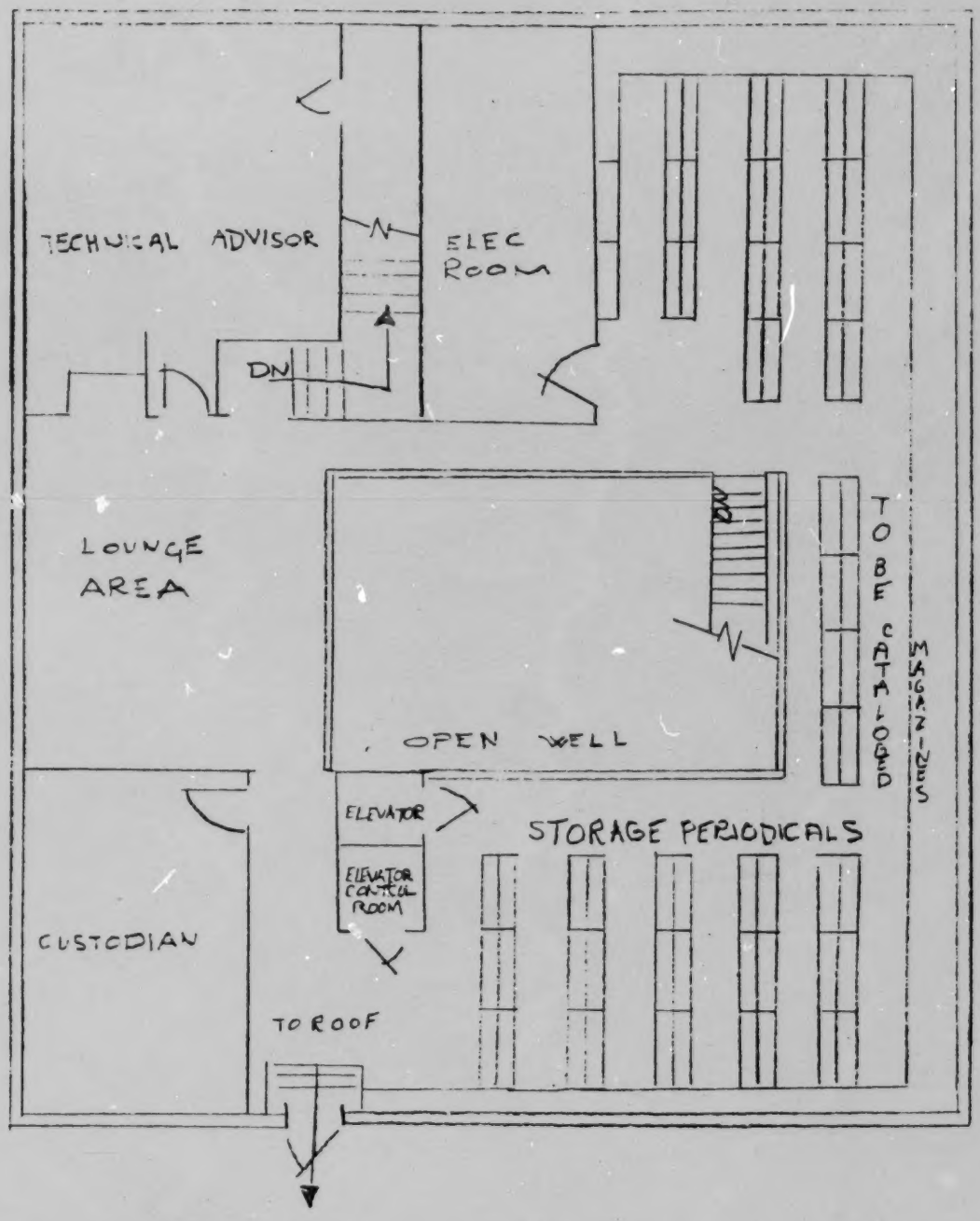
From the foregoing information on the historical background to the creation of the

Shelter Rock Public Library and the present facility it almost appears that the citizens of the Shelter Rock special library district have experienced a "dream-come-true." This survey will deal with aspects of the present operation that can be expanded, modified, or perhaps restructured to further enhance what is a solid, some would say model, public library and will also spend some time elaborating on the present operation and its strong points.



1. Juvenile Reading Area
2. Picture Book Section
3. Story Hour Room
4. Circulation Desk
5. Workroom - Technical Services
6. Memorial Conference Room - Framed print display
7. Main Stack Area
8. Reference desk, Reading & listening area
9. Art & Music Section
10. Conference Room
11. Study carrels
12. Reference collection
13. Periodicals
14. Microfilm
15. Young Adult, I & R
16. Meeting Room

MAIN LEVEL
SHELTER ROCK PUBLIC LIBRARY



SECOND LEVEL
SHELTER ROCK PUBLIC LIBRARY
(situated over Workroom Area, #5
on MAIN LEVEL drawing page
II - 7, on Main Level)

THE LIBRARY'S BOARD OF TRUSTEES

Trustees for the Shelter Rock Public Library are elected by the qualified voters of the Special Library District served by the library. The first election of trustees occurred on June 30, 1962 with five individuals being chosen to serve. Since that date, there has been an election for one trustee continuation or replacement held each year. Each elected Board member serves without remuneration for a period of five years. The five member Board is guided by the dictates of the "Shelter Rock Public Library By Laws" which were adopted on August 27, 1962. One of the few amendments made to the "By Laws" over the years concerns increasing Board meetings from a quarterly arrangement to a schedule of meeting on the fourth Wednesday of each month. Board meetings are held at the library and are open to the public. There are two officer positions on the Board -- President and Vice President -- that are annually filled by vote of the trustees ("at the first meeting in January, commencing 1964"). In addition, the Board also annually "designates" the following Board officers: Clerk, Counsel, Secretary, Treasurer, and Assistant Treasurer. The "executive officer of the Board" is the Director of the Library and this person, as all other Board officers, is in attendance at "all Board meetings, except executive sessions." The "By Laws" provide for the establishment of four standing committees within the Board -- Budget, Audit and Control, Housing, and Public Relations.

Comparing the present Shelter Rock Public Library "By Laws" with samples provided in Virginia G. Young's The Library Trustee: a Practical Guidebook (p. 197-200) and also in the Library Trustees Foundation of New York State's (now known as the New York State Association of Library Boards) "Recommended Form of Bylaws for Library Boards," indicates that some modification of the present "By Laws" might clarify some items and elaborate on others, thus creating a very up-to-date, working document. Some of the items that should be considered for inclusion in the Bylaws are: 1) an article dealing with "Management" and listing the terms of office for Trustees, how vacancies on the Board are filled, and possibly outlining the number of terms any one board member can serve consecutively. (It should be stated that limiting Board terms would be a voluntary act not mandated by New York State law but nonetheless considered good practice for fairer representation.), 2) an article concerning the "Director" and detailing matters of appointment and duties, and 3) elaboration on the function and responsibilities of the standing committees with creation possibly of one more standing committee -- a Personnel Committee. The present practice of not allowing the Director to attend executive sessions should be reconsidered also. According to Robert's Rules of Order Revised (c. 1971), it is "a general rule that no member should be present in the assembly when any matter relating to himself is under debate." (p. 182). Consequently, if the Director's salary, for instance, became a matter for debate, then in this executive session example, the Director would not be present but in other executive discussions, the Bylaws should conform to the suggestion contained in the "Recommended Form of Bylaws for Library Boards" which states -- "The Director shall attend all meetings,

may participate in the discussion and offer professional advice, but is denied a vote upon any question." Lastly, with the recent publication of the ALA Public Library Association's "Goals and Guidelines for Community Library Services," the Board should consider encouraging potential Trustee candidates who would fulfill the recommendation that -- "The governing bodies of the community library services adequately reflect the age, racial, ethnic, religious, and economic makeup of the community served. Young adults should be included in the composition of library boards."

Major concerns of the Board of Trustees during calendar 1974 (as recorded in the Minutes of the Board meetings) were: 1) implementation of two new services -- 8mm film collection and Information and Referral Program, 2) added hours of opening on both Wednesdays and Sundays, 3) procedures involved with the change-over to the automated circulation control system, 4) building matters -- warped doors, humidifiers, fire drills for staff, etc., 5) energy conservation, 6) vandalism, etc. From all indications the Board is alert to changes for improved service in the Community and prompt to act on the library's behalf. Present members of the Board include:

Mrs. Sondrea Messing, President
Mr. Morton Barrow, Vice President
Mr. Charles Lesser, Trustee
Mr. Leonard Peddy, Trustee
Mr. Herbert Shalat, Trustee

LIBRARY STANDARDS - A FRAME OF REFERENCE

Determining how well a particular public library is fulfilling its role in the community and among the public library community at large is presently dependent to a great extent on standards set forth by the national professional library association - i.e. the American Library Association. Standards coming from ALA have been seen by many as the criteria of adequacy but in 1975 ALA's guideposts are woefully outdated and provide only skeletal assistance at best. ALA's public library standards, still in wide use, were devised some 19 years ago and although some minor revisions have taken place over the years, the changes never reached the accelerated growth rate of public libraries nationwide which were spurred on by LSCA monies, by state monies in many instances, and by the rising expectations of America's middle classes toward governmental services. As a result, the need for revised standards has been of major concern in the association for some years and fortunately, this past year some progress toward revision has surfaced. For example, in the fall, 1974 issue of RQ (a library science periodical) the tentative draft of the guidelines for reference service as proposed by the Reference and Adult Services Division of the American Library Association was outlined. The latest document to appear is the "Goals & Guidelines for Community Library Services" constructed by the Goals, Guidelines and Standards Committee of the Public Library Association Division of the American Library Association. Both of these statements will be referred to in the pages of this report but they represent preliminary documents that are ground laying exercises for the complete revision of an ALA public library standards statement thus mandating reliance on the standards that do exist while fully aware of changes to come.

For the purposes of this study the following tools were used to obtain currently accepted standards of measure:

Minimum Standards for Public Library Systems, 1966.
Published by the American Library Association. Chicago.

Statistical Standards. Addenda to Minimum Standards for Public Library Systems, 1966.
Published by the American Library Association. Chicago. 1967.

Wheeler, Joseph and Goldhor, Herbert. Practical Administration of Public Libraries.
New York. 1962. Harper and Row.

Interim Standards for Small Public Libraries. Guidelines Toward Achieving the Goals of Public Library Service. Published by the American Library Association. Chicago. 1962.

Tables 1 and 2 on the following pages give a numerical picture of the present condition of the Shelter Rock Public Library and also offer some indications of future planning needs of the library tied to the 1985 population projection figure - 33,180. The projected figure of 33,180 is based on several assumptions, not the least of which is the fact that the 1974 "actual" population figure of 30,000 is only a calculated guess of the true population within the special district. Using the 30,000 figure plus applying the calculation contained in the LILCO Population Survey, 1974 which projects a growth rate of 10.6% for the Town of North Hampstead between the years 1970 and 1985, the figure 33,180 is achieved. At best this projection is only an educated guess, consequently, it will be up to local library planners to be alert to population changes in the next few years that might require a revised estimate. All indications in 1975 seem to be that Nassau County has slowed considerably in overall growth so that the 10.6%estimated growth rate may not be reached in the next ten years. Lines 1 and 2 of Table 1 are selected from standards available and widely used and are recorded graphically to offer some concept of the changes in budget, library holdings and additions to staff necessitated by increasing service area size. In contrast to the recommendations from lines 1 and 2, the following lines (3 and 4) outline the actual overall picture of development made by the Shelter Rock Public Library in 1970 and again in 1974, as taken from figures on the annual report form submitted by the library to the State Division of Library Development. The one remaining line on Table 1 is included for planning purposes so that the library Board and staff can proceed to construct goals for continuing library development.

Just a quick once-over of Table 1 shows that Shelter Rock has been doing quite a good job in all areas except for annual circulation per capita which falls below the suggested standards. That in itself is something of a paradox in the field of librarianship for many are staunch supporters of the premise that given a reasonable budget, adequate staff, attractive facilities, and a substantial book collection, a library can anticipate a high rate of circulation. Clearly, from the information in Table 1, there are other factors that influence circulation statistics. An example of an often mentioned problem that concerns the library staff and could be a factor in the circulation statistics is the "lack of identity" Shelter Rock Public Library suffers due to its jurisdictional base - i.e. a special district for library tax purposes only. It is quite possible that many of the older public libraries in the nearby area continue to receive patron traffic from the area now served through the special district library Old haunts and established shopping patterns will not be easily dissolved merely because the Shelter Rock Public Library now exists. This identity problem though is only one of several possible problems that could be contributing to a circulation per capita short of expectations. One feature of Table 1 that should be of great pride to the Board and library planners is the hefty budget increase that has occurred between 1970 and 1974. Communication between the funding powers and the library Board is apparently at a high level. Even with the increases between 1970 and 1974 though, Shelter Rock did not fall above the $15.69 Nassau County public library average per capita expenditure. Since this survey will deal at some length with staffing patterns and needs, it should be noted that present staff full time equivalents (23.4) are above the suggested number for staffing a library facility serving some 5,000 more people than Shelter Rock now serves. Whether or not this extra staff is a necessary component at Shelter Rock cannot be

determined just by a surface look at the figures in Table 1. To a large extent the required staff is not only related to population served but also to the level of service provided. With Shelter Rock branching out into specialized service areas such as Art and Music and Information Referral, then basic staff requirements must be adjusted to provide added coverage. Before leaving Table 1, it would be well to glance at the recommendation for the size of the book collection needed to serve the anticipated 1985 Shelter Rock population (99,540 vols.). Only 2,601 more volumes are needed to reach that suggested collection size. Now is the time for planners at Shelter Rock to make a serious attempt to hold the collection's size below the 100,000 volume mark, relying always on a strict policy of thorough weeding, emphasizing currency, and using interlibrary loan backup for research depth that would otherwise expand the collection's size and upkeep out of proportion to the district's size.

The next Table in this series - 2 - is a chart of "space requirements" for public library facilities compared with the existing structure that how houses the Shelter Rock Public Library. More than anything else, Table 2 reflects the care in planning for the future that went into the new facility which was open to the public on March 2, 1970. There is growth space allowed for in every area - shelving space, reader space and staff work-space. In fact upon taking a tour of the Shelter Rock facility the only area that appears to be providing space problems is the staff workroom and surrounding office areas. Here the problem can be traced to several contributing factors including 1) the lack of regularly assigned duty at the floor desks - children's, young adult, art and music, and reference (librarians are generally on call in the work area rather than physically at the floor desks), 2) traffic flow in the workroom itself which leads to much coming and going and therefore causes feelings of crowding and confusion, and 3) assignment of priority space to storage that could be reduced or compacted. From all appearances, the abundance of space in the new facility has permitted a freer use of staff workspace than can be continued in the future if the more than adequate floor allotment is not soon to be depleted. A major move toward alleviating the staff workspace crunch would involve shifting the librarian's base of operation from the workroom area to the public floor desks - a subject that will be more fully explored in upcoming chapters.

Tables 3 and 4 are reproduced copies of pages from the latest edition of Public and Association Libraries Statistics - 1973, a publication of the Division of Library Development, and are included to provide an assessment of the status of the Shelter Rock Public Library in relation to other public libraries serving similar populations in New York State. Several other Nassau Library System members are included within the Tables: Baldwin, Garden City, Syosset, Port Washington, Franklin Square, Rockville Centre, North Bellmore, Glen Cove, Bethpage, Lynbrook, Hewlett-Woodmere, Hillside, Island Trees, Mineola, Roslyn, Seaford, Westbury, Merrick, Plainedge, Floral Park and Wantagh. By looking at the column on Table 4 headed "Adjusted Operating Excluding Capital Per Capita" it is clear that Shelter Rock's per capita of $13.40 is considerably above the majority of the other listings and falls below only ten. Since so many unknown factors would need to be considered to gain any worthwhile analysis from such a state-wide comparison, the information is included for background only. Some of the unknowns in this instance would be whether the libraries in

the comparison are urban, rural, or suburban; whether some of the libraries receive unlisted support that would be reflected in other agencies' budgets such as rental fees, grounds maintenance expenses, or employee benefits that might appear in the overall city or village budget and not in the library's budget; whether the libraries are school district, village, special district, association, etc.

Tables 5 and 6 were composed of figures derived from the Annual Reports submitted by Shelter Rock during the five year period from 1970 - 1974. From these figures it is possible to trace for a short span the recent growth pattern of the library. Just as a point of reference, the "Total Income" column is taken from DLD Code 19 on the Annual Report form and is listed there as "Total Operating Receipts, Balance, and Transfer." "Total Expenditures" represents DLD Code 52 on the Annual Report form and is listed there as "Total Operating Disbursements." Consequently, capital expenditures, cash balances, and transfer were not included as part of the operating budget. Beginning with the Total Income column, the figures show five years of steady progress resulting in a gain in income of 37.92%. At the same time though there occurred a rise in expenditures equalling 60.89%. No problem has yet developed in the increasing size of yearly expenditures due largely to the fact that the library has consistently had a sizeable balance each year. At the same time that expenditures were rising at a rapid rate, the library materials budget followed suit at the overall rate of growth of 19.02% in five years. The library materials budget has not blossomed under the same steady increases that have characterized the income allocations, however. Note particularly the drops in the library materials budgets during both 1971 and 1972 that are reflected in the lower acquisition figures during the same two years. Certainly, it seems clear that a large percentage of the increasing expenditures went to defray the cost of increases in available manpower. From 1970 to the end of 1974 some 10,040 more staff hours were added to the pay schedule to boost personnel hours some 28.21%. Certainly, part of the additional personnel was added to cover for the increase in hours open that went from 50 per week to 60 per week, a 20% increase. In response to all of the increases in available income, expenditures, library materials funds, staff hours, and hours open - circulation rose overall by some 6.49%. The increase in circulation statistics has not been of a totally steady nature though for in 1972 and 1973 there were drops in circulation figures from the previously achieved high of 1971. Although it would be difficult to say with certainty, there is every possibility that the impact of the new building's presence only began to level off in 1972 and consequently in that year circulation fell. The rising circulation statistics of the last few years should be encouraging to the staff at Shelter Rock. It is interesting to note that the NLS circulation control system used at Shelter Rock is providing monthly statistical data on collection circulation breakdowns that should offer clues for future purchases and provide a check on community needs and community response. If libraries are to compete in the present tight social services arena, then they must be prepared to gain further knowledge about the marketability of library materials. It does appear that the planners at Shelter Rock are using all the tools at their disposal to concentrate on this area of collection development. One aspect that greatly enhances marketability is currency and currency is partially due to weeding. Apparently since the collection at Shelter Rock is relatively new (being established in 1962), there has been little weeding to date. The large withdrawal figure recorded in 1974 reflects information gained through the recently completed

inventory of the Shelter Rock collection which indicated numerous missing and lost items. Even in 1974 with the losses of the past several years recorded, there was only 6.02% of the total collection withdrawn. Recommendations for yearly weeding stand at the 5% level and are designed to encourage and emphasize currency in public library collections. Previous to 1974, Shelter Rock did not even achieve the 1% discard level with .7% of the collection discarded in 1970, .6% in 1971, .4% in 1972, and .5% in 1973. Certainly more time must be devoted to weeding before the collection is clouded by worn and dated materials.

To summarize, the total budget has risen 37.92% while expenditures rose far more rapidly at 60.89% and library materials profited by a gain of only 19.02%. During the same five year period, staff hours increased 28.21%, hours open rose 20% and circulation responded to all these encouragements with a 6.49% increase.

The last table in this chapter incorporates statistics gathered from the seven libraries above and the seven libraries directly below Shelter Rock in the population column of Public and Association Libraries Statistics - 1973 (see Tables 3 and 4, referring to the libraries in brackets). As previously mentioned, the statistics from this publication are useful as benchmarks only since far too little is known about each individual library for valid comparison purposes. Table 7 in no way substitutes for any standard statement. Just a brief look at the figures in Table 7 shows that the Shelter Rock Public Library surpasses the average of the 14 New York public libraries with which it is being compared in all areas except hours open per week. And as later reports indicate, Shelter Rock has increased its hours of access to 60 weekly.

With this statistical background, a foundation has been laid upon which the following chapters will build.

TABLE 1 - SHELTER ROCK AND NATIONAL LIBRARY STANDARDS

	Population Served	Support Per Capita*	Total Budget	Staff (one per 2000 pop.)	Book Collection	Books Per Capita	Books Added Yearly Per Capita	Circ. Yearly Per Capita	Annual Circ.
1. Standards	10,000	$ 8.10	$ 81,000	5	40,000	4	.20	9.5	95,000
2. Standards	35,000	8.10	283,500	17.5	105,000	3	.20	9.5	332,500
3. Shelter Rock (Actual - 1970)	30,000	8.44	253,332	10.2	66,114	2.2	.34	6.8	205,840
4. Shelter Rock (Actual - 1974)	30,000	13.44	403,312	23.40	96,939	3.2	.29	7.3	219,208
5. Shelter Rock (Projected - 1985)	33,180	**	**	16.5	99,540	3	.20	9.5	315,210

* Public and Association Library Statistics 1973.
New York State average of 704 public libraries. Nassau County average 1974 - $15.69

** Due to inflation and current trends no estimate is given.

POPULATION SERVED	SHELVING SPACE (a) SIZE OF BOOK COLLECTION	SHELVING SPACE (a) LINEAR FEET OF SHELVING (b,d)	SHELVING SPACE (a) AMOUNT OF FLOOR SPACE	READER SPACE	STAFF WORK SPACE	ESTIMATED ADDITIONAL SPACE NEEDED (c)	TOTAL FLOOR SPACE
10,000 - 24,999	20,000 vol. plus 2 books per capita for pop. over 10,000	2,500 linear ft. Add 1 ft. of shelving for every 8 bks. over 20,000	2,000 sq.ft. Add 1 sq.ft. for every 10 bks. over 20,000	Min. 1,200 sq.ft. for 40 seats. Add 4 seats per M. over 10,000 pop. served, at 30 sq. ft. per reader space	1,000 sq.ft. Add 150 sq.ft. for each full time staff member over 7	1,800 sq.ft.	7,000 sq.ft. or 0.7 sq.ft. per capita, whichever is greater
25,000 - 49,999	50,000 vol. plus 2 books per capita for pop. over 25,000	6,300 linear ft. Add 1 ft. of shelving for every 8 bks. over 50,000	5,000 sq.ft. Add 1 sq.ft. for every 10 bks. over 50,000	Min. 2,250 sq.ft. for 75 seats. Add 3 seats per M. over 25,000 pop. served, at 30 sq. ft. per reader space.	1,500 sq.ft. Add 150 sq.ft. for each full time staff member over 13	5,250 sq.ft.	15,000 sq.ft or 0.6 sq.ft. per capita, whichever is greater
Shelter Rock 1974 - pop. 27,500** (based on standards should have)	55,000 vol.	6,925 linear ft.	5,500 sq.ft.	2,475 sq.ft. 82 seats	1,500 sq.ft.	5,250 sq.ft.	16,500 sq.ft
Shelter Rock - 1974 Actual	93,431 vol.	N.A.	7,563 sq.ft.	5,609 sq.ft. 180 seats	2,870 sq.ft.		22,263 sq.ft
Shelter Rock - 1985 (Projected - 33,180) Standards	66,360 vol.	8,345 linear ft.	6,636 sq.ft.	2,495 sq.ft 83 seats	2,038 sq.ft.	5,250 sq.ft.	19,908 sq.ft

a. Libraries in systems need only to provide shelving for basic collection plus number of books on loan from resource center at ANY ONE TIME.
b. A standard library shelf equals 3 linear feet
c. Space for circulation desk, heating and cooling equipment, multipurpose room, stairways, janitors' supplies, toilets, etc., as required by community needs and the program of library service
d. Can shelve approximately 8 books per linear foot.

*Taken from Interim Standards for Small Public Libraries
** Nassau County Planning Commission Estimate

TABLE 2 - GUIDELINES FOR DETERMINING MINIMUM SPACE REQUIREMENTS*

SYSTEM AND NONSYSTEM STATISTICS BY POPULATION SERVED

POPULATION CHARTERED TO SERVE	LIBRARY LOCATION	SYS-TEM	VALUATION PER CAPITA	BOOKS ADDED BY LOCAL PURCHASES AND GIFTS	BOOK HOLDINGS TOTAL	BOOK HOLDINGS PER CAPITA	PERCENT JUVENILE BOOK IS OF TOTAL BOOKS	CIRCULATION TOTAL	CIRCULATION PER CAPITA	NUMBER OF HOURS OPEN PER WEEK
34,599	AUBURN	FL	4,292	3,286	72,858	2.88	18	166,489	6.81	63
34,298	BALDWIN	N	9,688	13,636	83,324	2.42	25	288,843	8.42	68
34,022	DEER PARK	S	7,795	4,295	52,779	1.55	33	166,980	4.90	51
33,272	NEW CITY	RC	10,916	7,818	51,384	1.54	29	191,867	9.76	53
33,017	HENRIETTA	P	9,571	4,632	37,711	1.14	34	234,214	7.89	58
32,881	GARDEN CITY	N	9,688	5,986	56,234	1.77	26	182,465	5.55	68
32,642	SYOSSET	N	11,293	12,628	69,819	2.13	39	287,387	8.80	63
32,029	POUGHKEEPSIE	NH	5,642	8,873	96,816	2.99	19	389,749	9.67	118
32,020	WEST ISLIP	S	6,769	12,265	89,168	2.58	27	248,534	7.75	63
31,681	PORT WASHINGTON	N	14,317	11,184	104,964	3.38	25	306,587	9.67	68
30,[illegible]	WATERTOWN	NC	4,938	4,248	65,695	2.13	28	190,122	6.17	68
30,634	LANCASTER	BE	6,238	6,212	46,395	1.51	28	189,151	6.17	79
30,281	PLEASANTVILLE	N	13,885	6,826	89,694	2.96	38	261,474	8.65	88
30,181	LOCKPORT	NIO	6,869	4,921	78,672	2.61	24	194,776	6.47	68
30,[illegible]	ALBERTSON	N	1,552	12,543	93,431	3.11	29	218,748	7.32	53
29,548	CORNING	CSY	6,287	3,688	69,578	2.81	26	95,724	3.23	68
29,198	DEWITT	O	13,956	1,853	14,373	.49	29	78,963	2.69	46
29,187	MIDDLETOWN	RC	9,169	4,514	45,155	1.55	44	187,553	3.69	78
29,098	DIX HILLS	S	18,768	15,323	139,673	4.86	23	459,678	15.66	124
28,872	FRANKLIN SQUARE	N	9,688	6,195	87,946	3.04	28	217,389	7.52	62
28,695	NORTH BABYLON	S	7,795	7,973	67,862	2.36	31	165	.88	68
28,657	LACKAWANNA	BE	12,488	3,329	28,575	.99	28	52,919	1.84	45
28,385	BAY SHORE	S	6,769	6,362	73,978	2.60	23	220,611	7.77	56
28,064	SHRUB OAK	M	11,557	3,273	38,888	1.35	46	183,737	6.54	102
27,644	ROCKVILLE CENTRE	N	9,688	6,888	89,588	3.24	23	302,212	11.01	68
26,989	VESTAL	NC	7,531	4,343	21,444	.79	34	55,758	2.07	58
26,757	NORTH BELLMORE	N	9,688	6,592	76,916	2.86	38	181,847	6.79	63
26,646	OSSINING	N	8,827	5,786	52,835	1.98	38	199,851	7.50	68
26,462	GATES	P	9,688	3,678	47,984	1.79	33	208,353	7.87	53
25,771	CORTLAND	FL	4,857	2,764	68,554	2.66	22	127,699	4.95	62
25,770	GLEN COVE	N	9,998	5,994	63,921	2.48	25	148,995	5.65	68
25,544	KINGSTON	NH	5,789	2,864	37,784	1.47	25	64,784	2.53	65
25,524	AMSTERDAM	MV	3,856	1,682	49,838	1.76	14	76,122	2.98	56
25,468	WHITESBORO	MV	5,671	1,074	25,918	1.88	32	69,888	2.71	45
24,739	WEBSTER	P	13,596	3,583	58,283	2.02	27	192,284	7.77	47
24,738	BETHPAGE	N	11,293	7,865	82,331	3.32	34	172,698	6.98	62
24,528	COPIAGUE	S	7,795	4,541	43,467	1.77	29	91,978	3.75	56
24,418	SARATOGA SPRINGS	SA	5,692	2,763	48,883	1.96	23	132,243	5.41	68
24,154	HALF MOON	SA	9,534	1,532	9,829	.37	37	61,898	2.52	36
24,898	EAST ISLIP	S	6,769	5,924	55,522	2.38	26	132,817	5.91	46
23,925	FAIRPORT	P	9,842	3,988	33,854	1.41	48	215,384	9.88	46
23,844	OSWEGO	NC	5,189	2,369	54,893	2.26	26	98,256	3.78	55
23,782	PENFIELD	P	9,288	2,769	41,998	1.76	37	183,696	7.72	49
23,776	LYNBROOK	N	9,688	6,411	50,249	2.11	29	118,433	4.64	62
23,750	EASTCHESTER	N	13,868	7,801	69,188	2.91	23	221,615	9.33	68
23,639	HEWLETT	N	9,688	8,487	104,136	4.40	26	212,716	8.99	69
22,982	KANUET	RC	10,916	5,434	47,143	2.05	38	133,738	5.81	66
22,237	NEW HYDE PK HILLSIDE	N	9,688	3,358	42,715	1.92	28	112,342	5.09	67
21,898	TONAWANDA	BE	5,894	2,571	27,996	1.27	46	118,988	5.06	56
21,767	ISLAND TREES	N	9,688	2,372	27,183	1.24	38	58,589	2.78	53
21,744	MINEOLA	N	14,317	2,365	57,126	2.62	29	120,886	5.51	46
21,639	MANOPAC	NH	18,493	1,838	16,787	.77	28	62,583	2.88	48
21,544	HARRISON	N	19,247	5,577	61,288	2.84	29	167,938	7.79	96
21,288	GUILDERLAND	UH	8,428	1,393	15,424	.72	38	59,757	2.81	37
21,081	ROSLYN	N	9,688	9,584	84,226	3.99	23	288,195	9.49	72
20,980	KENMORE	BE	7,933	14,305	131,738	6.27	32	654,946	31.21	218
20,897	PEARL RIVER	RC	10,920	6,683	53,786	2.57	21	161,436	7.72	67
20,837	FULTON		5,236	2,277	36,763	1.76	19	54,888	2.63	47
20,560	SEAFORD	N	9,688	6,322	71,149	3.46	18	152,386	7.41	56
20,486	RIVERHEAD	S	15,857	5,737	71,318	3.48	22	161,676	7.89	64
20,285	LARCHMONT	N	13,745	3,573	61,893	3.86	28	169,674	8.39	56
20,158	WESTBURY	N	14,317	6,349	63,886	3.16	25	198,992	9.47	114
20,071	MERRICK	N	9,688	6,665	81,878	4.07	38	248,535	12.38	65
19,993	OLEAN	CC	5,834	4,856	63,857	3.19	19	167,316	8.36	69
19,978	ORCHARD PARK	BE	7,681	4,371	41,777	2.09	33	173,815	8.66	47
19,933	PLAINEDGE	N	11,293	7,538	84,731	4.25	27	241,885	12.09	58
19,918	GREENLAWN	S	18,768	4,181	26,989	1.33	31	97,221	4.88	54
19,781	BATAVIA	NIO	6,525	2,726	60,875	3.07	22	89,059	4.50	68
19,677	GLOVERSVILLE	MV	3,567	2,728	83,614	4.24	28	122,682	6.23	57
19,689	CHILI	P	8,398	1,868	28,866	1.43	38	111,466	5.66	53
19,449	TARRYTOWN	N	12,906	6,823	54,185	2.78	28	183,415	9.31	54
19,283	PEEKSKILL	N	6,266	3,186	43,147	2.23	29	57,236	2.96	56
19,229	SCARSDALE	N	28,459	4,843	75,949	3.94	24	195,124	10.14	48
18,918	DELMAR	UH	11,826	6,852	79,692	4.21	27	293,568	13.48	71
18,909	MAMARONECK	N	13,745	4,781	67,956	3.57	32	148,591	7.85	46
18,715	PLATTSBURG	CEF	4,568	2,654	42,261	2.25	29	147,466	7.87	69
18,653	COHOES	UH	3,241	1,246	17,554	.94	31	34,836	1.82	55
18,466	FLORAL PARK	N	9,688	5,873	62,855	3.48	24	149,252	8.08	57
18,309	MANTAGH	N	9,688	5,541	54,758	2.99	24	178,772	9.76	53
18,168	CLARENCE	BE	9,968	1,528	28,958	1.54	32	118,354	6.07	45
18,025	JOHNSTON CITY	NC	7,206	3,898	41,451	2.29	35	94,849	5.21	66
17,783	MONTROSE	W	16,710	1,601	11,478	.64	31	31,657	1.78	45
16,855	DUNKIRK	CC	9,119	3,102	38,121	1.78	28	94,858	5.58	49
16,793	GENEVA		4,418	2,375	46,768	2.78	23	117,954	7.02	51
16,725	SAYVILLE	S	6,769	4,883	57,579	3.44	24	159,818	9.58	59

Member, Nassau Library System

* Taken from Public and Association Libraries Statistics/1973 (latest available)

TABLE 3 SYSTEM AND NON-SYSTEM STATISTICS BY POPULATION SERVED*

SYSTEM AND NONSYSTEM STATISTICS BY POPULATION SERVED

POPULATION CHARTERED TO SERVE	LIBRARY LOCATION	HOURS STAFF TIME EXCLUDING MAINTENANCE PRO-FESSIONAL	HOURS STAFF TIME EXCLUDING MAINTENANCE NONPRO-FESSIONAL	DISBURSEMENTS FROM OPERATING FUND SALARIES PLUS EMPLOYEE BENEFITS TOTAL	SALARIES PLUS EMPLOYEE BENEFITS PER-CENT	LIBRARY MATERIALS TOTAL	LIBRARY MATERIALS PER-CENT	LIBRARY MATERIALS PER CAPITA	ADJUSTED OPERATING EXCLUDING CAPITAL TOTAL	ADJUSTED OPERATING EXCLUDING CAPITAL PER CAPITA	ADJUSTED TOTAL OPERATING FUND DISBURSEMENTS AND CAPITAL FUND DISBURSEMENTS TOTAL	ADJUSTED TOTAL OPERATING FUND DISBURSEMENTS AND CAPITAL FUND DISBURSEMENTS PER CAPITA
34,999	AUBURN	2,888	13,399	92,952	62	19,796	18	.45	84,886	2.45	191,163	5.52
—34,298	BALDWIN	16,388	37,412	255,859	63	74,229	18	2.16	488,948	11.68	424,836	12.38
34,822	BEER PARK	5,468	14,763	85,379	61	31,389	22	.92	139,241	4.09	141,993	4.17
33,272	NEW CITY	9,468	22,734	126,553	59	62,388	29	1.87	212,418	6.38	248,863	7.23
33,817	HENRIETTA	9,858	6,846	52,756	72	16,464	22	.49	72,499	2.15	82,566	2.58
—32,861	GARDEN CITY	12,893	23,586	173,647	62	34,936	12	1.06	288,139	8.52	284,267	8.65
—32,642	SYOSSET	13,199	31,858	229,756	64	69,879	19	2.14	356,858	10.99	362,654	11.11
32,829	POUGHKEEPSIE	16,568	29,532	258,333	77	27,189	08	.84	331,213	10.34	332,356	10.37
—31,681	PORT WASHINGTON	18,925	38,289	296,668	64	69,885	21	2.15	322,136	10.05	326,738	10.20
		18,288	96,188	419,567	68	77,249	12	2.43	606,442	19.14	636,886	20.87
38,787	WATERTOWN	11,856	18,488	188,569	67	26,285	16	.85	159,879	5.19	162,688	5.28
38,634	LANCASTER	9,595	14,371	184,186	74	19,198	13	.62	148,894	4.57	148,894	4.57
38,281	PLEASANTVILLE	9,135	21,458	162,241	67	34,639	14	1.14	248,538	7.96	251,923	8.34
38,181	LOCKPORT	7,722	11,999	118,638	78	24,718	15	.82	156,855	5.20	168,344	5.32
—38,888	ALBERTSON	12,246	38,884	221,918	55	74,975	17	2.39	482,275	13.48	411,315	13.71
29,598	CORNING	7,984	17,352	79,769	66	22,768	28	.76	113,894	3.82	397,831	13.41
29,194	DEWITT	3,648	2,664	23,562	66	6,681	18	.22	35,214	1.28	51,152	1.75
29,187	MIDDLETOWN	9,468	21,588	132,785	55	39,632	16	1.36	241,358	8.29	288,613	9.91
29,898	DIX HILLS	23,668	58,654	425,819	68	123,264	17	4.23	786,151	24.27	738,724	25.11
—28,872	FRANKLIN SQUARE	8,525	28,655	121,955	63	36,783	19	1.27	192,816	6.67	198,699	6.88
28,695	NORTH BABYLON	8,268	24,232	179,862	65	47,863	17	1.64	273,684	9.53	275,818	9.58
28,687	LACKAWANNA	3,648	3,811	53,416	67	9,846	12	.34	79,499	2.77	79,459	2.77
28,385	BAY SHORE	9,188	14,848	238,184	84	58,915	16	2.08	354,245	12.48 *	358,858	12.64
28,864	SHRUB OAK	5,858	21,112	111,372	66	38,752	18	1.89	167,816	5.95	167,816	5.95
—27,446	ROCKVILLE CENTRE	14,568	31,858	324,177	82	41,673	18	1.51	398,838	14.21	397,351	14.47
26,989	VESTAL		7,818	48,113	39	21,361	21	.79	181,681	3.77	136,291	4.99
—26,797	NORTH BELLMORE	11,744	29,648	178,611	67	37,854	14	1.41	262,833	9.62	267,231	9.98
26,646	OSSINING	13,468	23,668	196,876	61	41,928	12	1.53	316,278	11.86	319,617	11.99
26,642	GATES	4,527	11,728	66,561	74	16,491	19	.62	86,716	3.27	86,928	3.28
25,771	CORTLAND	9,772	13,926	84,126	69	21,648	22	.83	97,472	3.78	107,356	4.16
—25,778	GLEN COVE	4,992	13,988	124,685	78	33,289	18	1.29	179,913	6.81	175,956	6.82
25,544	KINGSTON	3,988	15,863	53,385	59	18,378	28	.71	89,897	3.48	98,895	3.52
25,524	AMSTERDAM	1,872	4,954	27,892	74	5,317	14	.20	36,231	1.41	51,788	2.02
25,468	WHITESBORO	2,888	6,268	32,372	82	4,916	12	.19	39,214	1.54	48,969	1.68
24,739	WEBSTER	2,714	8,295	31,278	67	13,178	28	.53	46,182	1.86	48,929	1.97
—24,738	BETHPAGE	8,218	28,468	148,126	61	46,835	19	1.89	237,424	9.68	248,963	9.74
24,528	COPIAGUE	5,395	18,532	101,283	71	24,812	17	1.01	142,281	5.88	143,288	5.84
24,418	SARATOGA SPRINGS	632	18,798	67,821	73	12,796	13	.52	92,329	3.78	92,983	3.88
24,154	HALF HOON	1,288	3,268	14,456	57	6,143	24	.25	25,839	1.83	25,628	1.86
24,898	EAST ISLIP	9,468	3,648	137,625	59	38,458	16	1.59	232,978	9.69	232,578	9.69
23,925	FAIRPORT	2,813	12,834	64,848	75	13,488	15	.56	85,957	3.59	94,168	3.93
23,844	OSWEGO	3,648	8,848	45,948	81	9,599	16	.48	56,666	2.37	66,951	2.88
23,782	PENFIELD	5,668	8,617	53,384	64	17,777	21	.74	82,618	3.47	78,138	3.28
—23,776	LYNBROOK	5,468	23,813	98,179	57	34,884	19	1.43	178,738	7.18	175,625	7.38
23,758	EASTCHESTER	9,418	24,578	194,567	69	46,671	16	1.96	278,878	11.78	281,819	11.86
—23,639	HENLETT	17,298	37,128	397,284	68	65,817	11	2.75	574,129	24.28	577,793	24.44
22,982	VANUET	5,468	24,112	85,518	61	36,417	26	1.58	139,958	6.88	148,884	6.89
—22,237	NEW HYDE PK HILLSIDE	1,828	12,228	65,515	66	28,452	28	.91	98,334	4.42	188,812	4.53
21,898	TONAWANDA	3,648	5,889	55,288	75	9,833	12	.41	73,572	3.35	73,477	3.35
—21,767	ISLAND TREES	2,688	9,672	53,218	58	17,245	18	.79	91,584	4.28	93,191	4.28
—21,744	MINEOLA	4,558	19,728	186,479	75	13,978	89	.64	141,389	6.49	141,389	6.49
21,639	MAHOPAC		5,725	17,888	36	6,668	13	.38	48,395	2.23	58,218	2.69
21,544	HARRISON	12,448	32,768	171,261	75	48,128	17	1.86	225,625	10.47	238,939	10.71
21,288	GUILDERLAND	1,828	2,848	13,161	38	7,331	21	.34	34,317	1.61	34,317	1.61
—21,881	ROSLYN	12,748	21,524	229,535	63	47,634	13	2.25	362,445	17.19	384,122	18.22
20,988	KENMORE	28,775	38,432	338,367	78	95,424	13	2.64	418,984	19.96	418,984	19.96
20,897	PEARL RIVER	7,678	24,398	158,388	67	45,637	19	2.18	223,168	10.67	235,991	11.29
20,837	FULTON	2,888	5,928	33,587	66	12,748	25	.61	50,682	2.42	51,454	2.46
—20,568	SEAFORD	9,256	18,315	135,828	68	36,853	18	1.79	197,447	9.68	201,243	9.78
20,486	RIVERHEAD	5,598	11,992	128,929	79	38,986	89	1.98	481,792	19.61	359,819	17.56
20,285	LARCHMONT	7,288	21,888	111,995	74	22,484	14	1.11	158,879	7.42	159,425	7.89
—20,158	WESTBURY	18,818	21,288	183,186	78	42,679	16	2.11	258,379	12.81	285,128	14.14
—20,871	MERRICK	11,927	32,695	193,878	73	38,793	14	1.93	262,298	13.08	295,683	14.72
19,993	OLEAN	7,888	11,622	87,492	22	16,138	84	.88	385,547	19.28	643,993	32.21
19,978	ORCHARD PARK	5,639	6,968	74,251	67	17,981	16	.98	118,625	5.92	118,625	5.92
—19,933	PLAINEDGE	18,928	24,898	192,786	59	74,883	22	3.71	323,846	16.28	333,248	16.71
19,918	GREENLAWN	7,288	13,828	77,683	57	25,984	19	1.38	134,525	6.75	136,862	6.87
19,781	BATAVIA	5,858	18,278	71,789	88	12,844	13	.68	89,842	4.58	98,628	4.58
19,677	GLOVERSVILLE	1,828	8,924	42,913	66	11,922	18	.68	64,987	3.29	66,291	3.36
19,689	CHILI	1,951	9,594	39,889	81	7,316	19	.37	48,828	2.44	48,493	2.47
19,649	TARRYTOWN	5,468	16,928	121,597	72	28,258	16	1.45	168,513	8.66	171,744	8.83
19,283	PEEKSKILL		12,572	51,617	63	28,828	24	1.83	88,942	4.19	98,358	4.68
19,229	SCARSDALE	13,288	25,552	178,954	88	18,373	88	.95	221,754	11.53	222,884	11.59
18,918	DELMAR	6,558	19,158	128,278	34	39,312	18	2.87	369,488	19.53	371,891	19.65
18,889	MAMARONECK	9,188	14,868	158,886	63	28,378	12	1.58	236,138	12.48	238,698	12.62
18,715	PLATTSBURG	6,581	15,349	89,227	72	15,645	12	.83	122,517	6.54	126,645	6.76
18,653	COHOES	1,888	4,868	28,539	58	18,656	38	.57	35,318	1.89	35,318	1.89
—18,466	FLORAL PARK	7,288	18,248	183,378	67	28,983	18	1.56	152,783	8.27	152,783	8.27
—18,389	WANTAGH	7,688	28,123	126,746	58	35,965	16	1.95	217,781	11.89	219,658	11.99
18,168	CLARENCE	3,829	6,247	53,529	75	9,816	12	.49	71,215	3.91	71,215	3.91
18,825	JOHNSTON CITY	5,928	18,183	97,697	55	17,765	18	.98	175,373	9.72	176,826	9.81
17,783	MONTROSE		5,824	28,365	28	7,324	18	.41	78,274	3.95	71,463	4.81
18,855	DUNKIRK	975	9,552	29,856	63	5,585	11	.32	47,318	2.88	57,977	3.43
16,793	GENEVA	2,888	15,858	34,888	62	18,918	19	.65	99,376	3.29	99,714	3.31
16,775	CANANDAIGUA	5,915	19,398	124,412	65	31,931	16	1.88	191,141	11.42	193,219	11.55

—— Member, Nassau Library System

* Taken from Public and Association Libraries Statistics/1973 (latest available)

TABLE 4 SYSTEM AND NON-SYSTEM STATISTICS BY POPULATION SERVED*

SHELTER ROCK PUBLIC LIBRARY

Statistics 1970 - 1974

Table 5

Year*	Total Income	Adjusted Total Expenditures **	Library Materials Budget	Staff Hours
1970	$492,539	$253,332	$62,113	35,590
1971	449,774	254,494	46,269	37,620
1972	473,210	297,015	53,111	41,336
1973	508,705	354,345	71,975	41,650
1974	552,600	407,601	73,927	45,630

Table 6

Year*	Total Holdings	Added	Withdrawn	Circulation	Hours
1970	66,114	10,427	484	205,840	50
1971	73,506	7,834	442	213,280	53
1972	81,445	8,307	368	203,799	53
1973	93,431	12,543	557	210,740	53
1974	96,939	8,792	5,844	219,208	60

*Calendar year information as taken from the Annual Report of the library to the Division of Library Development.

**Excludes capital expenditures, cash balance and any transfer.

Table 7

	Shelter Rock*	Average of 14 Libraries*
Population Served	30,000	30,561
Hours Open Per Week	53	73.5
Staff Time Available/Year	42,250	33,278
Expenditures		
Total	$402,275	$257,055
Per Capita	$13.40	$8.50
Library Materials	$71,975	$38,825
Per Capita	$2.39	$1.33
Salaries	$221,910	$169,833
Collection		
Volumes	93,431	71,453
Per Capita	3.11	2.36
Circulation		
Total	210,740	193,456
Per Capita	7.02	6.37

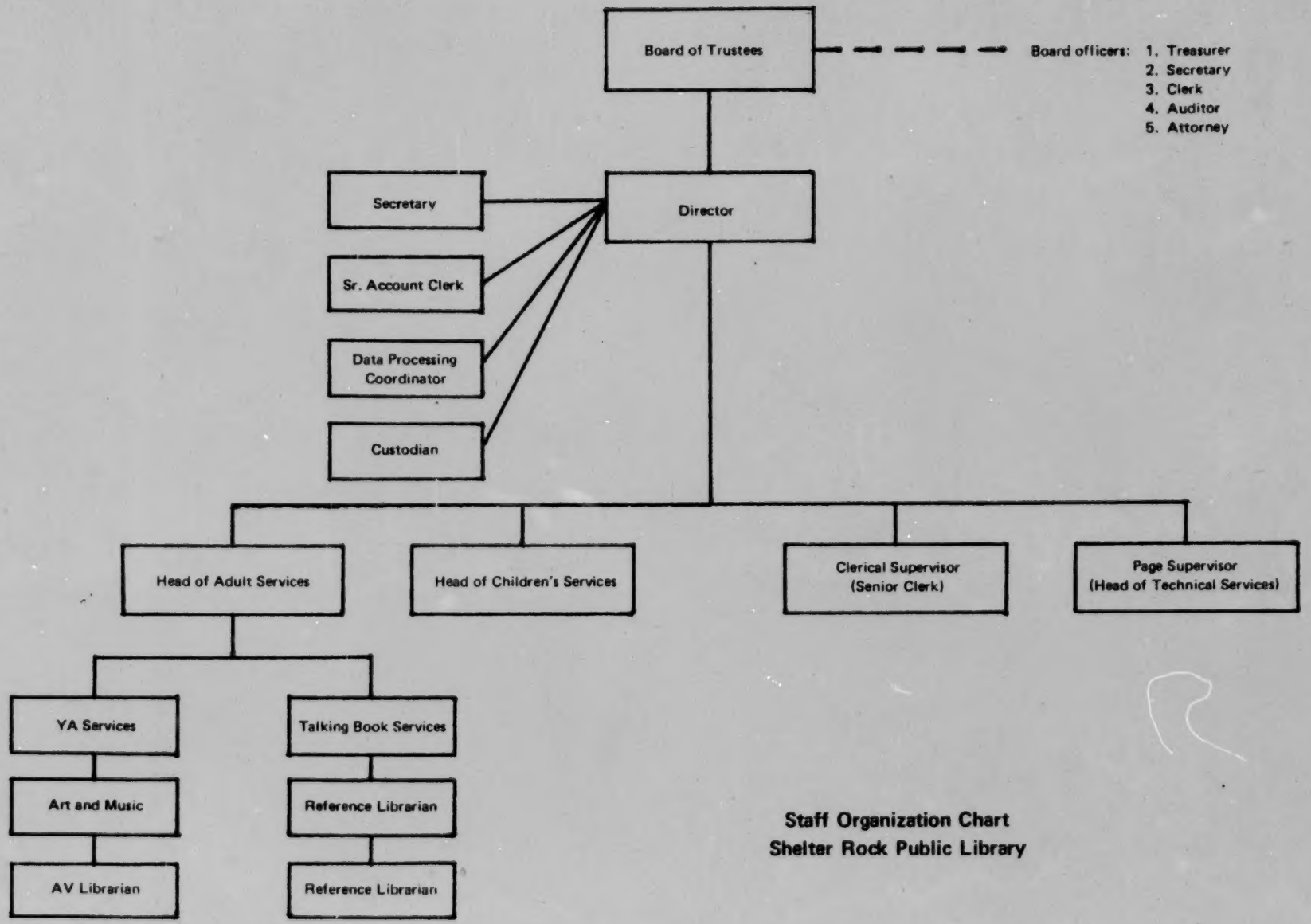
*Based on Public and Association Libraries Statistics 1973

PERSONNEL UTILIZATION

On March 4, 1963 the formal opening of the newly created Shelter Rock Public Library was held. According to details from Origins of the Shelter Rock (New York) Public Library, this special district opened with a staff composed of one librarian and two part-time clerks in addition to some assistance from volunteers in the community. On the 1974 annual report form submitted by Shelter Rock to the Division of Library Development there were 25.9 F.T.E. staff or about 40 individual workers to perform various phases of the library job from professional librarian to custodian to page. In a span of slightly over twelve years, Shelter Rock and the administrative planners on the staff have had to adjust from the most simple form of organization to a far more complex scheme that should allow for efficient handling of the library's operations, provide for staff motivation, include flexibility for varying talents and personalities, etc. In essence the assignment of creating the most desirable organization breakdown is far from easy and has been presenting itself in the midst of immense changes including -- moving the library to a new building, phasing in the on-line circulation control system, etc. According to the Director, real planning time to reflect and reconsider the pattern that has grown up during these rather topsy-turvy times is only now presenting itself -- which makes it most appropriate during this study to pause a bit and examine the pattern that is now operational at the Shelter Rock Public Library and attempt to determine if the present structure is the most desirable for management to accomplish the library's goals.

SPAN OF CONTROL

The outline on the following page shows the present staff organization chart at the Shelter Rock Public Library as determined by response to the staff questionnaire completed by each employee (see Appendix C-1). From the chart, it is apparent that eight staff members report directly to the Director. Although there are few "laws" of management which have any ironclad scientific proof, there are basic principles of management which should be considered in establishing or changing organizational and management structures. One such principle concerns the "span of control" that is deemed most desirable and efficient for the majority of managers. This principle proposed by Lyndall F. Urwick in 1938 states -- "No superior can supervise directly the work of more than five or, at the most, six subordinates whose work interlocks." The key phrase here of course is "whose work interlocks." At Shelter Rock, due to the present structure of Technical Services primarily, all eight individuals have areas of responsibility that do touch upon occasion. In devising possibilities for a revamping of the organizational structure to alleviate the wide span of control that encourages lack of supervision in some areas and creates an unnecessary sense of urgency and pressure and general lack of



Staff Organization Chart
Shelter Rock Public Library

time for follow through on the part of the Director and thus down the entire chain of command, several factors should be carefully considered.

DEPARTMENTATION BY JOB CLASSIFICATION

Looking once again at the present organization chart, a rather unique division of work is evident. Granted that most public libraries would contain staff slots for Adult Services and Children's Services as well as the staff positions -- secretary to the Director, senior account clerk (or bookkeeper) and custodian. In the case of division of work between Adult and Children's Services the organization is set up along functional lines. But there the pattern falters because two of the three remaining positions (i.e., clerical supervisor and page supervisor) are not based on functional departmentation but are apparently based solely on position classification. That is to say the a "head" page supervises all pages (except for those pages who are assigned desk duty) and a senior clerk oversees all clerical functions. In actual practice though, the senior clerk is so situated physically as to make it virtually impossible to supervise clerical personnel in the work area while at the same time working on interloans at the circulation desk. As things appear to operate then, the senior clerk is actually only supervisor for the circulation desk. (It should be stated that the position of senior clerk has been in somewhat of a flux during the months of the survey with the retirement of the former clerk and the slowness of civil service procedures that have delayed appointment of any but a temporary staff member for the vacancy). In discussing the job with the retiring senior clerk, it was further learned that actually the supervision of the circulation desk is left primarily to the already trained circulation crew and requires little if any work on the part of the senior clerk. Regardless of what has been though, with a change in personnel, the position as drawn on the staff organization chart could mean that responsibility for all clerical supervision would be delegated to a senior clerk. In fact if the chart is taken one step further, it is also rather apparent that the supposedly functional separation of adult services and children's services is not entirely accurate either. In most public libraries (probably due primarily to feelings of inadequacy on the part of the other professional staff) children's services perform in a rather separate way from the rest of the library's operation. Such is also the case at Shelter Rock, leaving the Head of Adult Services in charge of every other professional librarian in the library. The result then is (if children's services are excluded from consideration) that the basis for structural organization at Shelter Rock Public Library is job classification. Three positions in effect control the overall service operation -- i.e. page supervisor, clerical supervisor, and professional supervisor (Head of Adult Services). So the question becomes - is departmentalization by job classification efficient and the best means of proceeding in an orderly fashion to operate a public library?

From observations made of the operation at Shelter Rock on a moderately busy day - the answer has to be - No, departmentation by job classification is not efficient nor effective so long as one department (for example, the professional librarians) has to rely upon another department (in this case, pages) to assist and facilitate the work of the first department. Comments coming from the staff questionnaires support the observations

made, with several staff members concerned about underutilization of staff time and talents, other apparently demoralized by a lack of status (principally evident among professional staff possessing advanced degrees in library science) that occurs when attempting to get even minor jobs such as book shelving accomplished, and comments from almost all categories of workers concerning the abundance of work to be done and the lack of time and organization to accomplish it. All three comments support the belief that the present structure of organization of the Shelter Rock Public Library does little to facilitate efficient working operations.

RELIANCE ON PART-TIME POSITIONS

There is another unique feature of the Shelter Rock Public Library that needs further examination and that feature is the heavy dependence made upon "part-time" help to accomplish the library's tasks. Full time professional staff occupy only 4 positions - i.e., Director, Head of Adult Services, Head of Children's Services and (one) Reference Librarian. The remaining staff professionals (six) are all part-time workers with most spending 20 hours a week in the library.

From talking with the Director, there are apparently two main reasons for reliance on part-time professionals - 1) coverage of hours open and 2) the variety and talent that two separate individuals provide in contrast to one personality. In other words, one often attractive facet of part-time help - i.e., the savings realized by not paying employee benefits - is not a factor at Shelter Rock since part-time professionals do indeed receive benefits which make part-timers rather expensive for Shelter Rock.

In determining whether or not the present staff pattern is effective, it seems important to know of two comments that recurred among a majority of the working staff. First, the question was asked of each professional - "does the part-time nature of your schedule have an effect on the particular job you are assigned (whether that job be young adult work or program planning or talking book service, etc.)?" - and the consensus was, that from a professional point of view, part-time work deprives each librarian of the opportunity to get well acquainted with the community they seek to serve, deprives each of enough hours to accomplish any specialized assignments apart from general reference work, and adds a degree of fragmentation in ongoing tasks that is frustrating at the very least.

To cite one very specific example of the effects of the part time work pattern, the Young Adult Librarian has had a normal schedule as follows: Monday, 5 - 9; Tuesday, 10 - 2; Wednesday, off; Thursday, alternating 9:30 to 1:30 or 9:30 to 5:30; Friday, 10 - 2, and alternating Saturdays, 1 - 5. Such a schedule unfortunately has meant that the YA librarian is not present during the majority of the time when young adults use the library (statistically shown to be from 2 or 3 until 5 and from 7 until 9 at night). On an average, the Young Adult Librarian is present only 6 or 9 hours a week of her 20 hour work week when young adults generally are in abundance in the library. If each librarian sees and works with only a portion of the population they are attempting to serve, it stands to reason that the quality and vigor of the service program suffers. Fortunately, for the

young adults of the community, a newly compiled schedule will go into effect September, 1975 and under the revised plan, the Young Adult Librarian has been assigned more than 20 hours a week and will be working on two days (Monday and Thursday) from 12:30 until 9 so that more YA librarian - young adult contact can be assured. Her schedule however is still far from ideal since on Tuesday, Wednesday, Friday and every other Saturday, there will be no young adult librarian on hand to work when teenagers are in the library.

At the same time that almost everyone was in agreement about the disadvantages, from a professional standpoint, of part-time work, there was unanimous consent that, from a personal standpoint, the part-time arrangement is ideal. It may then finally be up to the Board and Director to decide which issue takes priority - library service or employee lifestyles. Somewhere there should be a workable compromise that will not favor either possibility to the detriment of the other.

SCHEDULING

The second comment that deserves some space is the concern for the confusion that is frequent when staff is ill or away on vacation - again a comment not limited to one or two staff members but repeated by almost everyone. In discovering why the problem is such a frequent matter for concern, consider the many items that a schedule must accommodate -

Night and Weekend Openings

Scheduling professional staff, as in many libraries, is rather difficult at Shelter Rock since the least desirable hours to work, for those with families and in general for everyone, are in the evenings, on Saturdays and on Sundays. In addition, it has become somewhat of a tradition at Shelter Rock for the professional staff to be assigned only 1 night a week and every other Saturday. Since there are four nights (Monday, Tuesday, Wednesday, Thursday) a week that the library remains open until 9 p.m. and on these nights, an attempt is made to have 3 professionals on duty, there would be a need for 12 librarians just to cover the night shifts if each librarian had only 1 night a week to work. Since there are only 6.41 F.T.E. professional staff to draw upon for the night duty, it becomes obvious that several librarians are in fact working two nights a week.

Off-the-Desk Duty

In addition to having enough professionals to cover for open hours in the evening, there should be consideration given to providing time away from desk duty for ongoing projects like selection, weeding, preparation of bibliographies, pamphlet file organization and acquisition, etc. Some have estimated that a reference librarian needs an hour scheduled for "off-desk" duty for every three hours of desk or floor duty scheduled. Later in this report there is also the recommendation made that a percentage of some of the professional librarians' workweeks (including Children's Librarian, Art and Music Librarian, Young

Adult Librarian, Outreach - Talking Book Librarian, Head of Adult Services) be devoted to participation in community events and programs and community liaison work outside the library's walls.

Vacations, Coffee Breaks, & Unexpected Events

In order to allow for the many times workers will in fact not be on the job, it is estimated that for every hour of desk coverage required, two hours of professional assistance must be allocated. In other words, with vacations, births, deaths, sprains, coffee breaks, off-desk duties, etc., it can be assumed that each professional staff member will be on hand only half of their annual working hours to physically man public service desks.

Staff Shifts

To complicate matters even further, at Shelter Rock a rather unusual number of possible staff shifts has also developed, so that on any given day there will be professionals working one of six possible shift combinations: from 9:30 a.m. to 6 p.m., from 9:30 a.m. to 1:30 p.m., from 10 a.m. to 2 p.m., from 12:30 p.m. to 9 p.m., from 2 p.m. to 6 p.m., or from 5 p.m. to 9 p.m. Since shifts should be designed to position workers as peak usage occurs, the existence of six different shifts would not be considered excessive if in fact professional staff was available when patron traffic was greatest. The following table was constructed from the proposed staff revision schedule slated to take effect September, 1975 and should be useful in determining if the present schedule allows for peak usage periods:

Number of Professionals Assigned per Hour Beginning September, 1975

	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
9 - 10	/5 *	/2	/1	/4	/4	4**
10 - 11	5	3	2	4	5	4
11 - 12	5	3	2	4	5	4
12 - 1	5/8 *	3/6	2/5	4/5	5	5
1 - 2	8/6	6	5	5	5/4	4
2 - 3	6	6/5	4	5	4	4
3 - 4	6	5	4	5	4	4
4 - 5	6	5	4	5	4	4

Number of Professionals Assigned per Hour Beginning September, 1975 (cont'd.)

	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
5 - 6	6	5	4	7	4	
6 - 7	3	3	3	3		
7 - 8	3	3	3	3		
8 - 9	3	3	3	3		
Coverage						
morning	5	3	2	4	5	4
afternoon	6	5	4	5	4	4
evening	3	3	3	3		

* indicates a schedule change on the half hour
** 3 employees report at 8:45

According to the statistical analysis completed by the Rutgers team for Shelter Rock, peak usage occurs between 12 and 5 p.m. But this conclusion is based upon a rather skewed picture of usage since one Saturday and two weekdays were examined together. Traffic patterns on Saturdays differ markedly from those of weekdays and it would therefore be of benefit if the library staff would repeat the usage study to help clarify scheduling needs. From the data already available though it appears that some re-shaping of the schedule is needed to allow for 1) greater coverage at night (particularly during the school year) and 2) less coverage during the morning hours and perhaps during early afternoon.

Number of Staff Required

Another item of importance that can be found through using the table on professional staff scheduling is that roughly 260 hours of professional help is required per week to man the public service areas. If the prediction that staff will be available only half of their working hours for public service duty is correct, then there should be fourteen full time equivalent professionals scheduled to cover the outline on the preceding table. However, Shelter Rock Public Library is operating with only 6.41 F.T.E's. Without a doubt, this low staffing pattern in relation to staff coverage expectations is a primary factor contributing to the difficulties encountered when illness or vacations interrupt what seemed a workable plan.

REVAMPING THE SCHEDULE

At Shelter Rock there appears to be a need for some reworking of the present professional staff scheduling. In restructuring, it is recommended that the planners consider:

1. elimination of the proliferation of shift options - two or, at the most, three shifts a day should prove more workable and adequate.

2. elimination of dependency on part-time positions - the need for more staff hours which can be accomplished through use of full time workers is apparent and the change should be instituted.

3. adjusting coverage to reflect user patterns (to be determined from repeating the Building Usage Count).

4. in some areas (Children's, for instance) additional staff positions are definitely required.

5. scheduling professionals for later arrival.

From the chart, it can be seen that the library presently schedules 9 hours per week between 9:30 and 10 a.m. when the library is closed. There is a certain amount of justified need for some early staff arrivals in the circulation department but as no professional librarians work in circulation, it would appear an economy if fewer (if not all) librarians were scheduled to begin work at 10 a.m. In addition, there are approximately 12 professional hours scheduled for Wednesday morning - a time when the library is closed to the public. Obvious advantages to such a schedule include: allowance for workshop attendance, allowance for staff meetings, grouping of hours away from the public which may increase uninterrupted productivity on the behind-the-scenes activities, etc. On the other hand though, the practice of having staff busily working in the facility and in full view of patrons perhaps not familiar with the schedule presents a bad public relations image that should also be considered. Really, the matter of opening to the staff when the public is barred access must be weighed not only from the PR angle but also from the realistic approach that the present staff is already spread too thin and some relief can obviously come from fewer mandated man-hours.

DIFFERENTIATED USE OF STAFF

Since it has become obvious that the professional staff at Shelter Rock is scheduled to full capacity with no room for illnesses and other inevitable conditions, it is only natural to wonder - how does the library continue to operate in such circumstances? Certainly, one factor in the continuing success of the library is the quality staff involved - by any standard, the staff rates far above average in talent, ability and enthusiasm for the work. Another factor, is the rather unique use made of pages in

the library. Because each librarian naturally has behind-the-scenes jobs and yet is scheduled rather fully for floor duty, a system has developed at Shelter Rock whereby pages man the official reference desk and direct patrons where possible, resorting to a call to a librarian only in those obvious reference question cases. Now, there is much to be said for such a technique since it does relieve librarians of many non-professional directing duties. However, there does seem a need for some refinement of the present procedure. There are times when a patron can be in the library and find no librarians to assist them and also be unwilling to ask assistance from a student page. If the practice is to continue, there should be an obvious distinction made between what is essentially an "Information - Serial Retrieval" desk and the regular Reference desk.

Giving approval to the utilization of page hours on a "Directions" desk should not be considered sanction for having the library open when no professionals are manning floor desks. The Shelter Rock Library, as every public library, should be firmly committed to the "personnel" standards proposed by the Reference & Adult Services Division of the American Library Association in their recently issued paper entitled, "A Commitment to Information Services: Developmental Guidelines." The personnel statement from the "Guidelines" clearly states "a professional librarian/information specialist should be available to users during all hours the library is open." "Being available" should be interpreted as being physically present at the reference desk throughout all open hours.

TECHNICAL SERVICES ASSIGNMENTS & PROFESSIONAL STAFF

Due to the present practice of having essentially no professional in charge of the variety of activities usually labeled "technical services," there has evolved a series of standard operating procedures at Shelter Rock that increasingly demand a larger percentage of reference, young adult, and children's librarians' time. This phase of the present organization pattern has been dealt with in Chapter VII and so will not be elaborated here except to restate a definite need for serious consideration of the recommendations made there.

In conclusion, it does appear that personnel utilization at Shelter Rock suffers because of the organizational structure selected, because of the wide span of control resulting from that structure, because of the dependency placed upon part-time workers, because of an inadequate level of professional staff (6.41 F.T.E's. compared to the 14 F.T.E's. needed to accomplish the desired coverage), because of the excessive number of work shifts now in use, and because of the professional coverage that is scheduled during non-peak usage hours. Correcting only one or two of these contributing factors will not solve what has become an exceedingly complex problem.

THE LIBRARY'S COLLECTION, SERVICE PROGRAM AND PHYSICAL PLANT

Shelter Rock Public Library is one of eight public library entities created during the 1960's within Nassau County. Included among the public libraries formed in this ten year span were: Syosset, 1961; Shelter Rock, Wantagh, Hillside, 1962; Plainedge, 1963; North Merrick, Jericho, 1965; and Island Trees, 1967. The growth spurt that Nassau County had during the 1960's signalled an end to the frenzied settlement of the Island following World War II. As housing developments became more settled and families began to look upon their residences as "home," the need for governmental services supported by tax dollars became more pronounced. Among the services that residents expected to have available was public library service. None of the other eight localities faced the jurisdictional problems that halted the establishment of the Shelter Rock Public Library for some years though, and as we have seen, but for the tenacity of the founders of the library, the Shelter Rock library would not be included in the listing today.

Having been created as a result of the wishes of the public within the Special District boundaries, a strong, rather well-supported public library has been developing during the past thirteen years. This chapter will deal with the present stage of development of the Shelter Rock Public Library, concentrating primarily on various phases of existing services, on the library collection, and the library building designed to house on-going operations.

LIBRARY COLLECTION

During this study of the Shelter Rock Public Library, no exhaustive analysis of the book holdings was made primarily because the library has recently completed an inventory of its collection as part of the process of converting to the circulation control system operated by the Nassau Library System. Working from this inventory and also using the latest data supplied monthly through the circulation control system on usage of the collection, the professional staff is already being supplied with sufficient information to begin assessing the relevancy of the collection and pinpointing replacement needs and gaps that can be filled. In addition, each consultant making an on-site visit to the library also scanned the collection in-house at that particular time and has made relevant comments throughout the report regarding particular strengths or weaknesses that were evident.

The basic structure offering guidance to those staff members engaged in book selection,

as well as, providing a source of referral to the community and a support base for the Board in the event of a censorship problem should be the Book Selection Policy. Unfortunately, at Shelter Rock Public Library there is no written selection policy covering any phase of the library's collection. In effect there is an unwritten policy which lately has been emphasizing acquisition of more fiction and popular materials since the broad base of collection strength has been building over the past thirteen years. The main means of communicating the unwritten selection policy is through Director-Librarian contact. Nevertheless, the recommendation must be made that the staff engaged in selection, the Director, and the Board need to agree on basic philosophies for future collection direction and commit these philosophies to writing so that goals are clearly in mind and so that continuity of collection growth is maintained despite changes in personnel or other unforeseen developments. The Selection Policy arrived at should be workable and not merely committed to print to satisfy what could be termed public library standard operating procedure. Sample Selection Policy statements are available from the System's Main office or by using Book Selection Policies in American Libraries, ed. Calvin Boyer and Nancy Eaton. Two considerations should be covered by whatever emerges as the final Selection Policy at Shelter Rock including: 1) structuring the statement so that collection priorities and/or specialties are evident (a clear definition of an upward limit for the size and budget percentage dedicated to art and music is needed, for instance), and 2) including some guidance for collection distribution among juvenile holdings, young adult holdings, audio-visual materials, adult non-fiction, etc. that will assist planners during yearly budget preparation time. It is also advisable to include a section on the reverse of selection - i.e. weeding.

Within the field of library science, there are few absolute principles to observe since the "science" is inexact, at best, and always subject to local considerations (in the case of public libraries) and a certain amount of personal preference and interpretation. Guidelines are the most widely accepted tool used in the profession to suggest general patterns and directions that promote quality library service. One such guideline that may prove of some value in assessing the growth and trends observable in the present structure of the Shelter Rock Public Library collection is the Wheeler and Goldhor recommendation for collection distribution contained in their volume on Practical Administration of Public Libraries. If a public library rigorously followed their suggestions, it would be composed of 25% juvenile titles, 25% adult fiction titles, and 50% adult non-fiction titles. According to the data submitted by the Shelter Rock Public Library on the 1974 Annual Report to the Division of Library Development, the collection is divided into: 21.28% juvenile titles, 15.96% adult fiction titles, and 62.75% adult non-fiction titles. Recalling from Chapter IV that the current level of circulation is below the expectation of 9.5 volumes per capita annually, it is possible to conclude that the limited size of the adult fiction collection may be contributing adversely to this circulation statistic. With a shift in emphasis from concentration on building a broad base of non-fiction holdings in the library's early years, to the current policy of reinvigorating the adult fiction holdings, circulation may begin to climb upward. Public libraries should be responding to

the demands of their public for recreational reading just as must as for more scholarly materials for the upper echelons of the community - one section should not grow overly large to the detriment of the other. For this reason, in drafting the Book Selection Policy statement, the Board should outline a desirable size for the adult fiction section according to an agreed upon percentage range which should be set higher that the present 15.96% of the total collection now included in adult fiction.

ADULT SERVICES

According to the data collected during the test phases of the Rutgers study, designed to produce new measurement techniques for public libraries, the Shelter Rock Public Library attracts more women patrons (58%) than men (40.9%) - a factor partially accounted for by the commuter workforce that streams out of the Special District area daily into Manhattan. Among the nonstudent clientele using the library, the larger user group was the "Housewife/Mother" category (31.8%), second was the "Professional" category (24.4%), and the smallest use was made by the "Unemployed" segment of the community (.4%). From talking with the librarians and observing the circulation usage statistics, it would appear that primary reading and listening interests at Shelter Rock center on gardening, cooking, how-to-do-it books, fiction, art, music, records (popular and classical), and cassettes. Administratively(see Staff Organization Chart p. V-2), the adult services function is under the direction of the Head of Adult Services who has six professional librarians reporting to her. The six professional personnel are assigned the majority of their working day to cover in the adult reference section but each also has definite and specialized tasks assigned in addition to floor duty - one is responsible for the homebound and outreach service which generally translates into maintaining contact with the existing Talking Book patrons, another is in charge of Young Adult Services and does selection for the YA area, another functions much as a Serials Librarian, a fourth is charged with acquisition and care of pamphlets and spoken cassettes, a fifth covers various phases of film service, and the sixth is in charge of the separate Art and Music section of the library. Neither page nor clerical asistance is under the direct supervision of any member of the Adult Services Department but must be secured with advance clearance through either the page or clerical supervisor. Each professional, in addition to reference floor duty and specialized assignments, also spends a considerable amount of each workday completing various phases of the Technical Services operation. Discussion of this arrangement and suggestions for a major overhaul of Technical Services procedures are outlined in Chapter VII and so will not be dealt with here except to re-emphasize the obvious lack of time for professionals under the present arrangement to effectively deal with most of their job assignments since their work time is fractured between public service duty, technical service tasks, and specialized assignments and, in the majority of cases, work time is further splintered by the part-time nature of all but two of the professional work schedules in the Adult Services Department.

Operation of the Adult Services Department centers around the Adult Services office which is an enclosed librarian's office to the right of the circulation desk as one enters

the library. Within this office there is a desk for the Head of Adult Services, a closet for most of the staff's coats and purses, a counter top area with the lower portion occupied by file-type drawers assigned to five of the professional librarians employed by the Adult Services Department, the bulk of the active Ready Reference materials (customarily located with public service reference desks), etc. The office is crowded and is a bee hive of activity with professional staff coming and going and with the workroom staff constantly using the office as a corridor to the public service area. On an average day, the adult services office contains patrons seeking answers to reference requests, two or more librarians stationed at the counter top drawer area searching through their file or someone else's in order to pick up the catalog card revising or whatever task was left for their completion, library clerical staff using the room as a corridor to the public service area, etc. Through both the staff questionnaire (Appendix C) and staff interviews, two recurring concerns surfaced - 1) the professional staff is frustrated by the lack of adequate workspace to perform their assignments and 2) these same librarians are equally frustrated over the piecemeal nature of their behind-the-scenes assignments. Both matters are justifiable concerns it would appear. To be assigned only a 10" file drawer (est.) as a base of operations is rather unrealistic and indicates a severe need for readjustment of staff workroom space. The matter of having a task performed in 10 or 15 minute stretches by two or often more individuals must make for errors at the very least and should be considered inefficient time utilization due to the loss of time involved in the initial orientation to the task (where did the last person leave off and where do I begin?). Solutions to both of these problems hinge to a large extent upon acceptance of the recommendations made in Chapter VII.

Except for storage of back issues of periodicals, the adult materials are located on the main level of the first floor. Shelving conforms to Dewey order except for the following categories which are shelved out of sequence: all of the Dewey 700's up to approximately the 796's (sports), the short story collections, large-type books, foreign language volumes, mysteries, and science fiction. Apparently, it is a frequent problem among patrons to locate the 700 collection, which comprises a separate alcove. Despite a sign appended to the last shelf of the 600 collection, many are still unable to find art and music items without staff assistance, which suggests that perhaps the directional assistance provided is inadequate and that the sign is not as well displayed as it could be and also suggests that following Dewey sequence does have obvious advantages in terms of the number of staff needed to provide directional assistance during all open hours. Within the space occupied by Adult Services, there are three information desks - one for the Young Adult collection, one for the Art and Music collection, and one that has until recently been reserved for the periodical retrieval page but is coming to be used by at least one reference librarian per hour for staffing the desk. The other two wood desks are not staffed by professional librarians during any time of the day and really serve only as decoration. Volunteers will be sitting at the Young Adult desk to use the Information and Referral files stored there, but such an arrangement is far from satisfactory from either the Information and Referral

viewpoint or the YA viewpoint, as the desk provides no means of having confidential conferences since it is placed in plain view of all and is close to study tables and chairs, and also considering that if the desk should receive use from the community, its presence in the midst of Young Adult materials could discourage YA use. In looking at the information desks in the present setting, it is obvious that they are well placed for eye appeal but all too obvious that a more functional arrangement would be desirable for patron convenience and staff efficiency.

Responsibility for adult book selection is shared by all professional staff below the Director with the Head of Adult Services coordinating the operation. Except for the Art and Music Librarian, no assignment of special subject areas is made. Certainly with the present level of staff expertise, there should be assignment of a Dewey section made to each professional for overseeing the collection maintenance necessary in that area - both weeding and selection. For selection purposes, the Shelter Rock staff combs through those selection tools appearing on NLS coordinated buying lists, such as: Choice, Kirkus, Library Journal, Publisher's Weekly, Booklist, New York Times Book Review Section, etc. The library also buys heavily from the Adult Services replacement lists compiled by the System. Browsing through the collection reveals that materials have been selected for a collection that closely resembles a good undergraduate library or community college library with strength in social studies, education and literature. Talks with the Director indicate a shift now being made to duplicate more heavily popular materials where the public demand, interest and usage exist. The Inter Library Loan Clerk or Senior Clerk keeps track of those items most in demand. When a backlog of requests accumulates (5 or more), another copy of the item is placed on order. This same clerk has the option also of increasing fines from 5¢ to 10¢ a day, a technique designed to hasten returns. There is no pay duplicate collection maintained at Shelter Rock but the library does subscribe to the McNaughton plan, selecting from their list in advance and being alert to take all mystery titles offered, science fiction and any fiction that hasn't been ordered from Kirkus. As a standard practice, duplication isn't automatic until a title becomes a best seller which could cause the library to suffer somewhat in terms of good public relations. Here it would seem that a larger share of the budget should be available to finance some preselection of best sellers. The need for speculation on best sellers is, of course, lessened by the library's use of the System's BINY service which is designed to supply shelf-ready, popular titles within 48 hours. Paperback items are also purchased to supplement the collection and many hundreds are received as gifts. Presently, the library is spending staff time to catalog these paperback materials - a practice that deserves serious reconsideration on all but the specialized non-fiction paperbacks since the ephemeral nature of the materials makes time and effort spent on the cataloging process often a wasted effort that is lost after one or two circulations.

In future collection building plans, fiction deserves consideration for an overall increase in size even though it presently exhibits numerous strengths. Additions should also be built into business materials, social and behavioral sciences, pure and applied science,

economics and literary criticism. The staff can also make good use of the recently issued Adult Services replacement list covering modern and contemporary poetry, drama, the Essay and General Literature Index, and criticism. In conjunction with expanding the collection's appeal to varying audiences, purchase of Arco manuals should also be increased. One aspect of collection maintenance that must be given more priority is weeding. During the library's early growth years, little weeding was done since most materials were new or of the basic type that added strength to the developing collection. Now it has come time for the library to begin seriously to adhere to the recommended discard rate of 5% annually. At Shelter Rock since there is no written discard policy, withdrawal has been based almost entirely on book condition - if it is falling apart, a book is discarded. Keeping in mind though that a well weeded collection tends to encourage a rise in circulation plus adds economies in the areas of space needs and personnel needed to service the collection, a discard clause should become an essential part of the proposed Book Selection Policy and should be backed up by actual weeding. In deciding where to begin the weeding process, the staff should be aware that weeding needs to be done in all major areas, particularly in the 300's, 500's and 600's and in some parts of the 900's. The weeding process should go hand in hand with a replacement project where later editions ought to be obtained and the superseded ones removed as appropriate.

On the 1974 Annual Report to the Division of Library Development, Shelter Rock recorded 422 periodical titles which falls in the middle area of the NLS Library Yardstick range (for a population base between 25,000 and 49,999) of 171 - 603 periodical subscriptions. Surpassing Shelter Rock in this population grouping on the number of current subscriptions were North Bellmore, Port Washington, Baldwin, Peninsula, Long Beach, Freeport and Elmont. The library has presently set a goal for obtaining 500 subscription titles and toward this goal is adding more scholarly journals in the fields of sociology and education. In general though the periodical collection is standard Wilson index fare, with the Reader's Guide covered rather well, followed by Popular Periodical Index, Social Sciences Index, and Education Index. The philosophy in selection for periodicals has been to purchase for the broad, popular interest of the community rather than specializing in one or two areas. Retention of periodicals has been standard practice for the majority of titles simply because until recently, the space was available for housing extensive backruns. However, space is dwindling and the time is at hand when microfilm replacement and, in many cases, actual discard with reliance upon the System's microfilm collection should be considered. Either method would alleviate the need to house such a high percentage of the periodical collection on the main floor where it offers no additional eye appeal since old magazines are unattractive. Presently there are roughly 80 periodical titles on microfilm and three microfilm readers and one reader-printer for patron use of the microfilm. A fair percent of total page time is spent in microfilm retrieval and microfilm reader instruction. Since two of the readers have been consistent sources of equipment breakdowns, some additional microfilm equipment is scheduled for purchase during the coming year. 21 of the 422 subscription titles are newspapers. Included among the 21 titles are the New York Times, Newsday, Christian Science Monitor,

Wall Street Journal, Village Voice and some surrounding local papers such as Roslyn News, Westbury Times, Williston Times, etc. Since the library does have facilities which attract readers on a daily basis to the lounge area, it should consider widening the newspaper offerings to include other sections of the country, perhaps - the Washington Post, the Chicago Tribune, and the Los Angeles Times.

Total book budget to cover purchase of all library materials is $60,000 for 1975 (an increase of $5000 over the previous year) of which $41,500 (69.16%) is allocated for adult purchases (fiction and non-fiction), $7500 (12.5%) for the art and music collection, $8000 (14.16%) for the juvenile collection, and $2500 (4.16%) for the young adult collection. During the year 1975, $16,080 (26.8%) of the adult book budget is earmarked as follows:

		% of Total Book Budget
Subscriptions	$5,200	8.66
Recordings	3,500	5.83
AV - microfilm	2,000	3.33
Book leasing (McNaughton)	3,180	5.3
Films, filmstrips	2,000	3.33
Binding	200	.33

The really striking feature of the book budget is the amount ($7500 or 12.5%) set aside specifically for Art and Music. Selection philosophy here departs from the plan employed in purchase of periodicals - i.e. buy for the broad, popular interests of the population. Without further knowledge of the community gained through statistical sampling, it is virtually impossible to be certain that a significant portion of the people have an interest in art and music that would surpass their interest and perhaps that of other segments of the population in business or science or sports or some other interest area. There are then several reasons for suggesting that the Board cast a discerning eye on the future of the Art and Music segment of the library. One consideration in this reevaluation should center on the fact that Shelter Rock Public Library is part of the Nassau Library System and as such, is in a position to request backup assistance from fellow members, at least two of which (Hewlett-Woodmere and Great Neck) have quite extensive art and music holdings. Another factor to be considered is, of course, what segment of the library's service program receives a back-seat, as it were, because of the time and effort expended on the Art and Music section? We have already seen that adult fiction is significantly smaller in volume than recommended standards and further in this chapter, it will become clear that audio visual emphasis is not receiving enough either in terms of budget or staff time and then there is the whole question of increased outreach to the community's disadvantaged which would mean more commitment in budgetary terms and finally, consideration should be focused on Children's Services which presently is equated only slightly above the specialization - Art and Music. Primarily because the Art and Music main floor desk has never been utilized by the staff (presumably because demand in the specialty section has never reached a steady pace)

and because the library can get by with only a part time Art and Music Librarian, we are left to conclude that overspecialization in this area has not and probably will never receive peak use by the community; otherwise, the public demand would long ago have necessitated more staff coverage for Art and Music reference assistance. Setting priorities for the collection cannot be dependent on mere appearance though and so the whole task of outlining major growth areas within the collection will be left where it most appropriately belongs - with the Board and library planners who have closer community contact than a Consultant team can pick up in a matter of months. In devising priorities, the suggestion is offered that more consideration be given to providing for the multifaceted needs of the community than is given to selecting specialty areas to disproportionately enhance.

The Art and Music section contains conventional items that would generally be found in a public library Dewey 700 section, but, in addition, concentration has been placed on: opera librettos, lyric and music scores, photography, "how to" books, architecture, and popular and classical sheet music. The adult Art and Music section occupies an alcove on the main floor with the 700 collection housed there as are phonodiscs, art and music pamphlet files, art and music reference works, and art and music periodicals. The job of the part time Art and Music Librarian is filled with selecting for the collection, selecting all phonodiscs except spoken word and juvenile recordings, setting up the yearly concert series, doing displays, cataloging and classifying records and cassettes, handling art and music reference, etc. If the decision is made to continue emphasis in this area, then provision must be made for additional scheduled hours for the Art and Music Librarian to undertake assignments that concentrate on direct involvement with community, institutional and professional activities and associations to encourage wider use of the special materials being gathered. She really should be speaking within the community to groups on the materials and services provided and meeting with other bodies to determine if modifications in available offerings are needed to best serve existing needs.

The only other special collection at Shelter Rock is comprised primarily of pamphlet materials of interest to paraplegic individuals, which was given to the library by a local citizen, Mr. Robert Moss, who serves on the Board of Directors of the National Paraplegic Foundation. The materials are up-to-date and cover facts on specialized products, travel opportunities, advances in research, etc. Unfortunately, the materials do not receive much use. Possibilities for widening the use of the collection could include compilation of brochure materials which could circulate to other public libraries on Long Island informing them of the collection's existence and perhaps increased local publicity at appropriate times during the year for example, during National Employ the Handicapped Week (first full week in October).

Policies for obtaining an adult card at Shelter Rock include the requirement that the individual be a resident or property holder in the district and be able to show some proof of address, such as a license, electric bill, etc. Adult cards and juvenile cards are one and the same to conform with the requirements of the circulation system. Special

loan practices are few and for example, allow a patron to check out reference volumes over night with the stipulation that the book be returned at opening time the following day. As of June 29, 1975, there were 16,264 residents registered at the library which is roughly 54% of the total Special District population.

AUDIOVISUAL SERVICES

Due to the segmented assignment of various phases of the audiovisual job to many different individuals, audiovisual services is not a separate department within the library and has no one supervisor overseeing coordination of the final product. For this reason, consideration of audiovisual services as a separate part of the library package provided for the people of Shelter Rock is somewhat misleading but will be attempted to provide further understanding of the effect part time staffing is having on the total library operation and to stress the need for coordination at some level below Director.

In beginning this discussion of audiovisual services, it should be pointed out that the new building was designed to allow for quite an extensive audiovisual program with wiring, furniture selection, meeting room space, etc. all geared to handle media of various kinds. To this day though, there has not been the model progress made in effecting extensive audiovisual programming that might have been assumed at the building's opening. Apparently, over the brief years between the building's design and eventual construction down to the present, there has been a change in philosophy about the role of audiovisual equipment and materials and the importance both assume in overall library goal accomplishment. Consideration of this entire survey report offers the ideal opportunity to reassess past priority setting and perhaps realign services if in the press of day to day fulfillment of duties certain facets of the overall operation have gotten postponed or overlooked and should be revitalized.

In analyzing the present audiovisual program, a catalog of available hardware and software will provide a basis for comment. At Shelter Rock the list includes:

16mm film

Shelter Rock Public Library is one of ten public libraries in Nassau County that belongs to a film circuit originally begun in 1960. Shelter Rock's holdings include 24 films which have all been acquired since the opening of the new building and are housed locally. Financial commitment for continuing in the circuit varies from year to year but is roughly $1000 annually, which each library can opt to spend on a single title or perhaps more than one title. Although there has been discussion at Shelter Rock of dropping the circuit, planners should consider the value to local patrons of having immediate access to film titles at the public library which otherwise could be supplied through NLS only on an advance booking arrangement. The many last minute group programs that are saved from failure as speakers unexpectedly cancel commitments and film showings are substituted should provide enough good library publicity to make the $1000 investment quite a bargain. As film libraries record the average life of a film between 6 and 7 years, Shelter Rock will

shortly be approaching the day when evaluation of films for rejuvenation or replacement should be scheduled at a rejuvenation house. Budgeting for replacements should be considered in upcoming years not as part of the annual circuit cost but in addition to it.

8mm film

Recent purchases in this format bring the Shelter Rock inventory to 60 titles of which 80% are regular 8mm and 20% are super-8mm. Selection includes a mixture of old comedies and travel. The recent purchases will be used for outside-the-library circulation purposes. If this format is a success within the community, the library should definitely elect to purchase a supply of film loops or 8mm films in cartridge packaging. This format is particularly successful in demonstrating "how-to" techniques such as - how to dog paddle, how to use certain shop tools, how to do the back-hand serve, etc. Considering the popularity of "how-to" materials at Shelter Rock, loops should be considered for displays and demonstration and eventual circulation.

Phonodiscs

According to the June 29, 1975 circulation control summary report, Shelter Rock Public Library has 2,800 adult disc recordings and 414 juvenile disc recordings. Selection for the juvenile recordings is accomplished by the Children's Librarian with approximately an annual budget of $600. The juvenile phonodiscs, although comprising a small collection, are well selected and include classical music, folk music and stories. There are no popular juvenile recordings and the exact policy on letting children check out adult recordings took some research to unearth. According to the information obtained, the policy is one of openness to children checking out adult popular recordings but since it is a policy not familiar to all staff, it should be made accessible through a procedure and policy manual. Consideration should be given to doubling the J-record budget so that more materials could be purchased, including some popular materials, and also so that replacement needs could keep up with the rough handling that rapidly deteriorates the children's recordings.

The adult recordings, except for spoken word, are chosen by the Art and Music Librarian. Shelter Rock should be proud to know that its adult recordings are in the best physical condition of any public library thus far surveyed in the county. Part of the reason may be that record inspection is routinely done as each recording is returned. In addition, prominent and very complete warnings and instructions about record care are affixed to every album. Also, the discard rate among the phonodiscs is at a higher level than among books, with classical materials being removed when scratched beyond usefulness and a somewhat less strict discard policy adhered to with popular and juvenile recordings. The adult phonodisc budget is $2,400 and could be increased by 50% in light of increasing costs and the brisk circulation of the materials, which is indicative of their popularity.

The Shelter Rock Public Library uses the ANSCR classification scheme for phonodiscs although not for cassettes. The library has been utilizing the NLS Technical Services -

PhonoRecord acquisition and processing service, averaging about 60 purchases a month thus far this year. Catalog cards for phonodiscs and music cassettes are filed separately from the main card catalog's alphabetical listings and consequently, may be somewhat difficult to locate. The Director is aware of the confusion this arrangement causes many patrons and expressed an intent to interfile phonodisc recordings in the main catalog "as time allows", which really should be within the coming year.

Circulation policy dictates that all phonodiscs circulate for one week except for instructional recordings which can be checked out for an entire month. No reservations are taken on phonodisc titles except for instructional recordings. There is also a limit of three records per patron at ony one time.

In-house equipment for listening to records includes one record player in the juvenile area, complete with two sets of earphones and two Miracord turntables in the adult area, each of which also has two sets of earphones. These three listening areas are for patron use and for staff use there is another turntable. Consideration should be given to providing another record player in the children's room. The listening booths are designed to be housed in large wooden block-like cubes that remain locked unless being used. The cubes function much as end tables when not in use and as such are rather disguised to patrons not aware of the listening areas. Utilization of the equipment would undoubtedly improve if more prominent signs noting their availability were posted and also if, instead of the lock and key technique now in use, needle cartridges were available for checking out at the circulation or Juvenile and Reference desks. Such a policy would offer the advantage of visual inspection and cleaning of cartridges after each use.

Audio - Cassettes

Reference to the June 29, 1975 circulation control summary report, mentioned earlier, shows that Shelter Rock owns some 871 cassettes which are designed for patron circulation. As with records, cassette selection is divided among the Art and Music librarian for music cassettes and the Children's librarian for juvenile cassettes, and another Reference librarian who selects spoken word materials. The budget for cassettes is $500 which is really minimal. J-Cassettes are not cataloged - a factor that deserves correction. Spoken word cassette catalog cards, unlike Music cassette cards, are interfiled in the main catalog. Cassettes are duplicated on the premises and circulation of the master is never done. The Art and Music librarian expressed interest in a high-speed stereo cassette duplicator but such an expensive purchase might be wisely postponed until some clarification of copyright restrictions is forthcoming from Congress. Should a strong copyright law be inacted anytime in the future years, the value of such a purchase might never be realized. As with phonodiscs, no popular music cassettes are included in the juvenile collection but can be borrowed from the adult collection. A portable cassette tape player is available for in-house use by adults, but not by children, which seems a regrettable policy considering the ease with which cassette tape equipment can be operated. It is therefore recommended that the library purchase at least two portable cassette tape players for use in the children's room and that each player come

equipped with headphones. This equipment should be openly displayed in the wet carrels (those equipped with an electrical outlet) available in the Juvenile area and signs noting the availability of cassettes should be prominent.

Open - Reel Tapes

Although the Shelter Rock Public Library owns an open-reel ¼ inch tape recorder with the capacity to reproduce quality materials, the machine is never used and has been relegated to a niche in the meeting room projection booth. It should be moved to one of the empty listening cubes in the adult part of the library or placed with an operative listening station. If it is moved where it could receive use, the library should then purchase some open-reel tapes and begin experimenting with techniques to best utilize the machine. One possibility is to tape the Sunday Concert series for replay during upcoming weeks in the library. Another would be to offer use of the machine for piped-in music during organizational use of the meeting room. And, of course, with the Bicentennial at hand, such equipment could be the source for Shelter Rock to begin an oral taping project involving local residents who must have very fresh memories of the area's development since World War II - certainly, a subject that doesn't sound too historical but should be preserved now rather than offering future generations no record of the past. Certainly, the machine could also be available for local YA's to record short book reports that could, in turn, be a guide to other YA's in selecting enjoyable volumes. Considering the available resources at Herricks High School Media Center and the widespread use of media equipment by the school-age population there, it seems safe to assume that if the ¼ inch tape recorder's existence were known, the use would be heavy by young adults. There is also the possibility of offering the equipment for loan since use resulting eventually in the equipment's shorter life seems preferable to letting the recorder gather dust in the projection booth.

Filmstrips

The juvenile collection has 83 sound filmstrips which are story-telling sequences. None of these items circulates either within the library or outside the library as they are all reserved for use in children's programs. Once again, considering the availability of the wet carrels in the Juvenile department, there should be rear screen projection equipment available and visible and a variety of filmstrip and cassette packages or kits provided for self-exploration by the young.

Slides

Although Shelter Rock has elected to concentrate in Art and Music with some emphasis on architecture, there is not yet an accompanying slide collection to support visual self-study. Regardless of the final priority art and music will receive in overall collection assessment, a slide collection should be part of the Shelter Rock audio-visual collection. For the success of such a new venture to be assured, the patrons must be aware of the materials' existence. One method of attractively

displaying a slide collection that the planners at Shelter Rock will want to investigate for purchase is the Abodia slide cabinet with provision for illumination, selection and display in a compact and attractive arrangement.

Framed Art Reproductions

The glassed-in Memorial Conference room to one side of the Adult Services Office houses the 167 framed art reproductions owned by the Shelter Rock Public Library. Use of the artworks by the Community has been limited and could be attributed to several factors, including: 1) the fact that the glassed-enclosed room looks off-limits to the public and few probably venture in to see the selection of art, 2) perhaps the entire display of the framed reproductions is just so perfect within the library setting that it looks, not like circulation material, but rather like a permanent exhibit, 3) the lack of any signs outside the conference room inviting patrons inside to select art, 4) since a high percentage of the community is financially well-off, the chances are great that few would have a need for art reproductions, and 5) a lack of mass distributed publicity on the collection's existence has meant that the particular public geared to art reproduction circulation has never been found. In other library settings, space has limited art reproduction display and yet circulation has continued through use of notebooks arranged with pages of scaled pictures of the available reproductions. Such a technique forms the basis for selection and purchase of the reproductions by the library staff and could be effectively utilized in the same fashion by the public at the circulation or reference desks so that patrons are made doubly aware that the collection exists.

Audiovisual Equipment

In addition to the record player in the Juvenile area and the two turntables in the Adult section, which have already been mentioned, the Shelter Rock Public Library has on its AV inventory the following:

3 Manual threading, 16 mm Graflex projectors - one new, the others in good good condition. Use restricted to in-house.

A dual 8 mm GAF silent projector - new, not yet put to use. Use will be restricted to Juvenile programming.

2 Viewlex sound filmstrip projectors, one with a rearscreen.

2 filmstrip viewers.

A GAF slide viewer.

A Kodak Carousel 860 slide projector with zoom lens. Is available for in-house patron use.

An opaque projector - poor condition.

A Pentagon cassette duplicator. This piece is regularly cleaned but should also be demagnitized routinely.

A Cassette player/recorder. Use restricted to in-house.

The Meeting room and adjoining projection booth house: an amplifier, a turntable, a Tandberg ¼ inch open-reel tape recorder, a microphone and stand, two mounted speakers, and a Steinway Model L piano.

The only pieces of equipment scheduled for patron circulation are three or four cassette players which will soon be available for loan. Such a new service is needed, for if the library is to build up rapport with local community groups, then some funds must go for the purchase of circulating AV equipment. Hopefully, the service will extend beyond cassette equipment to loan of 16 mm projectors, slide projectors, tape recorders, etc.

In addition to audiovisual equipment loan, there are other services that should be a natural outgrowth of the widening concept of providing library service to the community. For example, Shelter Rock has yet to join with other Nassau County public libraries which are providing Charter bus service for their patrons to enjoy the New York City opera season. Considering the library's emphasis on art and music, this opera bus seems a natural service that should be available to the citizens within the special district. Here again, the fragmentation of part time staff members seems to be a major limiting factor in undertaking the booking responsibility necessary for providing the bus service.

Film preview is another service that should be available for community groups and program planners - in fact, any community member. To be well used, the service must be openly advertised and an area set up for film previewing should be observable within the library. Rear screen projection equipment and headphones are two essential ingredients for offering film previewing within an open reading and study area.

Another service which is available within the library but not clearly marked for patron ease in locating it is the supply of film catalogs from major distributors which would be of use to program planners and citizens with 16 mm home projectors. NLS Film Catalogs are also available in the library, but they too are not openly displayed or offered for sale. Locating these items, plus the New York State Library Collection listing, more conveniently for patron use is certainly desirable and could increase an awareness of the availability of media through the public library.

For some comparison as to how Shelter Rock stands among two other public libraries (serving similar populations) according to 16 mm film usage, the following chart has been included:

Film Bookings: A Comparison
November 1974 through January 1975

	Shelter Rock	Garden City	Port Washington
Community Use	14	22	55
School Use	127	36	257
Library Use	31	32	59
Home Use	32	18	100
Total Titles Used	204	108	471

Two target areas that future publicity should be designed to attract are 1) home use of films and 2) community or organizational use of films. Announcements of the latest available titles from the system should be considered also as a means of attracting new users.

In expanding the film service at Shelter Rock, more time would need to be available for the professional assigned to film service to spend in attending the System's previews, to spend on creating film programs with discussion sequences included, to spend gaining skills in maintenance procedure, etc. Right now the service has reached its limits given the current part time staff scheduling and the provision for clerical and page assistance in fulfilling assignments. During the coming year, Shelter Rock will be offering two of the NLS shared-cost feature film series - Series C (children's films) and Series D (adult films). Given the lack of young adult programming. films and book discussions seem a natural for this age group and topics could be designed to attract not only YA's but also adults. Again though, expansion of the film service requires a commitment in terms of time (audiences are developed over serveral years not automatic), staff, publicity (monthly mailings going out to Special District households some weeks prior to any event), etc. In discussing the present level of audiovisual services at Shelter Rock with several staff members, there were repeated references made to the trauma associated with mechanical breakdowns of AV equipment at crucial moments. Apparently at Shelter Rock, the professional staff has generally relied upon the page supervisor (Head of Technical Services) to operate and keep the AV equipment functioning. Considering that this position is a part time job usually occupying nighttime hours, it is recommended that some in-service training of all professional staff be undertaken in the maintenance and operation techniques for all available equipment presently in-house. With knowledge comes reassurance and then wider and more innovative use of available hardware and software.

One service currently provided by the library was created by the Children's librarian and involves use of slides in addition to an oral presentation to acquaint groups with the services offered by the Juvenile Department of the Shelter Rock Public Library. Since this technique has proved successful, it should be expanded to include information on the full range of services offered by the library and presented for various community groups or perhaps set up for orientation to the library. The audiovisual staff at NLS stands ready to advise about the library's creation of the program using the Cinemasound

or other equipment available at the System.

No discussion of the audiovisual aspects of the service program at Shelter Rock should conclude without mentioning the lack of supervisory coordination of the total project. The audiovisual functions are parcelled out as follows: one part-time reference librarian selects spoken phonodiscs and cassettes; another part-time reference librarian has responsibility for the film services; a full-time clerical person handles film bookings; the Art and Music librarian (another part-time reference position) handles selection of all non-spoken, adult phonodiscs and cassettes; the full-time Children's librarian selects all juvenile, non-spoken phonodiscs and cassettes; the page supervisor is responsible for equipment maintenance and operation, etc. Despite the fact that the Head of Adult Services is theoretically in charge of the Reference librarians, this authority does not extend to specialized assignments outside the realm of Reference desk duty and even if it did cover specialized assignments, the Head of Adult Services would still lack authority over Children's Services, page services, and clerical services. In effect then, there is no one professional charged with giving cohesion to the full range of AV hardware and software utilization and selection within the library. Each worker operates in somewhat of a vacuum then regarding any overall goal for the media collection at Shelter Rock. Without some change in organizational controls, the AV program will continue to be disjointed and lack the direction that would guide the library toward a quality media program for the community.

CHILDREN'S SERVICES

The Children's Department of the Shelter Rock Public Library provides services to youngsters from preschool through Grade 7. Staffing for the Department is limited solely to one full-time professional librarian. The highlight of the juvenile section really has to be the building itself - the deep woodtones, the overhead flutter of Japanese kite fish, the appealing window seats, the bright blue furniture, and the attractive flower panels at the end of each stack range all combine to give the Children's area an unexcelled charm. Since the physical facilities are conducive to whatever is to be the future development of Children's Services at Shelter Rock, this section will deal primarily with the following target areas that deserve consideration and review in planning efforts: 1) the lack of a well developed audiovisual program in the Juvenile area, 2) the inadequate level of staff allotted to the Juvenile area, 3) the low overall percent of the total book budget earmarked for Juvenile materials, 4) the need for an accelerated range of programming for the Juvenile age, 5) review of some unwritten policies and creation of a written set of policies and procedures for all staff, 6) increased publicity for most, if not all, the services of the Juvenile Department.

Having just completed the Audio Visual section, it should be clear that incorporation of more media in the Children's department is a definite recommendation. It is a delight to see that the Shelter Rock Public Library is equipped with wet carrels in the Children's room (i.e. carrels having electrical outlets) but a disappointment not

to find each equipped with some piece of audiovisual equipment - tape recorder, or cassette player, or filmstrip and rear screen projector, or record player, etc. - ready for busy young hands and minds to explore. Unfortunately, the only audio-visual equipment available in the Children's room at the time of the survey visit was the record player locked away in the wooden cube without a clue as to 1) what the cube contained nor 2) how to go about getting the cube unlocked. Informational signs are needed in the Juvenile section (as throughout the library) to inform the public about non-visual services, about new services, and about special upcoming events. Displays too would be a helpful way of passing information to patrons and are certainly recommended for widespread use in Children's areas. To illustrate the suggested uses of signs and displays, it would be of value to have a special display of the newly available books in Signed English and to have the sign announcing the availability of the braille/print picture books posted at the Children's Reference desk or at the main circulation desk and also to have a sign stating where the record player is located and how to use it.

The lack of displays and probably the limited scope of media in the Juvenile section are most likely the result of the insufficient staffing in the Children's room. The one full-time librarian that is scheduled in the Children's area must divide her time between conducting story hours, selecting materials, doing various phases of the cataloging process, weeding, doing Children's reference - the tasks are endless and when the Children's Librarian is off duty or ill or on vacation, there is no one to replace her. The result then is that on three nights a week and every other Saturday, the Children's room is left unmanned. Therefore, it is recommended that another full-time professional Children's librarian be added to the staff as a number one priority for upgrading the level of juvenile services provided. In line with this recommendation, it would also be appropriate for clerical assistance to be assigned to the Children's department to relieve the professionals of such clerical tasks as checking the on-order file and pasting in the library's publicity book.

The Juvenile book budget is $8,500 or some 14.16% of a total book budget of $60,000. This allotment, however, does not meet with the usually accepted allocation of approximately 25% of the total book budget dedicated to the purchase of juvenile materials and it is therefore recommended that the planners at Shelter Rock re-examine collection priorities with the expectation of raising the yearly sum devoted to purchasing books for area youngsters. From observations made of the collection, the result of low budgeting amounts flowing into juvenile purchases is definitely limiting the quantity of new volumes that could be expected to be available throughout. The fiction collection, in particular, has noticeable gaps in the area of popular fiction designed to appeal to grades 2-4 and also in the range of titles available from well known authors. Duplicate copies also appear to be purchased in far too limited quantities to fulfill demand. One solution would be to close gaps with the purchase of more paperback items. Shelving beginning readers separately from the picture books would also rearrange materials, so as to make their presence better known. Using the inventory made of the collection in conjunction with converting to the NLS circulation control system, checking should be done

against such recommended lists as Gaver's Elementary School Library Collection and the Children's Catalog. As gaps are discovered, whether resulting from previous low budget sums available or from theft, replacements should be secured.

The picture book collection, shelved in the area immediately in front of the Children's Librarian's office and next to the window box seats, appears to be adequate. In the non-fiction collection, the 500's and 600's are apparently well selected and adequate with particular emphasis on plants and animals. These two Dewey numbers contained more new books than any other juvenile area. Sex education books are on open shelves, but some of the newer, franker titles were not available during the visit made to review the collection. Regarding the 900's, particularly books on states and countries, it is evident that new titles are being purchased as they become available. However, it seems unfortunate that the older titles are still retained. Just one example, among books on Brazil there were two published by Fideler, one from 1962, as well as a revised edition of the same book from 1969. The earlier title should have been withdrawn when the new one arrived or if upon receipt of the 1969 volume, there was found to be little difference between the two volumes, then consideration should have been given to the value of having the material in the collection at all. Fideler volumes on countries were designed as textbooks and are generally so oversimplified as to prove of little value for overall collection strength.

Often checking back purchasing orders can provide some clue as to the pattern of selection that is developing in a collection. For the case of Shelter Rock though checking on purchases made from NLS recommended juvenile lists will not offer an exact picture of past ordering since the library does rely heavily on Kirkus reviews for selection. Nevertheless, it is still interesting to see that of 38 copies (27 titles) ordered from list J09, only one was a fiction title; four paperbacks were ordered and the remainder were hardcover nonfiction. Similarly, from list J08 out of 45 copies ordered (37 titles), only three were fiction, seven paperback, and the remainder nonfiction. This same pattern of few fiction and paperback additions holds true in checking back print-outs for the past year. While it is not definite what, if any, problem exists with the present juvenile collection, over-selectivity cannot be ruled out but, considering the consistently reliable book reviews completed by the Children's Librarian for the Nassau Library System, the problem is most probably traceable to inadequate staffing which limits time needed for collection building, inventory update, and control. It is commendable in looking over past orders, that special education materials and professional materials are purchased nearly 100% of the time. One statistic of interest - from the J99 picture book replacement list (totaling 500 titles), Shelter Rock purchased 182 titles (260 copies). It is surprising to find a relatively new library purchasing so many replacements but also encouraging to note that concern for a quality collection is so apparent.

Apart from the book collection, the juvenile periodical collection is excellent and well displayed. Selections here duplicate materials often found in Adult collections

but equally of interest to the juvenile set. Such a policy for duplicating materials not clearly defined by an age demarcation would be recommended for purchase of popular music on both cassettes and phonodiscs for the children's room.

The fourth concern in the Children's Department involves a recommendation for more diversification in programming - another suggestion which too will be dependent on additional manpower in the Juvenile Department. Currently, there are two registered picture book hours each week plus a Friday film program. There is a small, nonspecific amount for program budget but generally special funds are requested for each activity planned. Occasionally, requests from groups such as scouts, 4-H Clubs, etc. also result in special one-time programs.

The purpose of picture book registration at Shelter Rock is unclear since there are apparently between 50 and 60 children signed up for each of the hours available although attendance on the day of the consultant visit was about 20 youngsters. Either unregistered programs should be conducted or registration should be strictly limited to a maximum of 25 per session with sufficient sessions to accommodate community need. Ideally, there should be both registered and unregistered picture book hours available. The library might want to experiment with the addition of a heavily publicized, unregistered bedtime picture book hour per week (perhaps from 6:30 - 7:00, or from 7:00 - 7:30).

With additional staffing, there should be time for read-alouds and storytelling programs (in contrast with picture book programs) after school hours and in the evenings for older children. In addition, there should be special series begun such as book discussions, drama, creative writing, etc., also for older children. Regularly scheduled class visits would bring a closer contact with children in the area who have not yet made their way to the library. Some discussion with local teachers, school librarians and principals and perhaps a cooperative approach by surrounding public libraries should result in a method of providing each eligible school-age youngster in the Special District with a library card. Community-based programming is also in need of expansion and could include a wide range of activities from storytelling in public parks to work with adults in providing workshops and/or instruction on the value of children's literature for youngsters, guidelines for selecting books, technique of utilizing books and media with children, etc. Such workshops or continuing education series should also be provided at the library for volunteers, early childhood teachers and aides, parents of preschoolers, etc. Actually the range of interest and needs within the community could be measured in part by opening discussions with the mothers bringing youngsters to picture book programs. Certainly, it is encouraging to note that the Children's Librarian is nearly always in attendance at NLS workshops and other special institutes where techniques in gaining skill and competency with new materials, new finger plays and new participatory activities are provided as a source for creation of local sessions.

Policies, as we have seen in previous sections, are noted by their absence at Shelter Rock - that is, written policies. Clearly, sound collection development should be backed by carefully planned and written policy guidelines. In creating a written plan for the

collection, writers are certainly urged to give more priority to the juvenile collection than it currently receives in terms of budgetary allocations. Guidelines should also be spelled out for discarding, particularly in the non-fiction area. Also deserving of space in the completed document is a section covering selection of non-book materials, including in the Juvenile area, media kits and other software.

In addition to a Book Selection Policy and a Discard Policy though, Shelter Rock needs a manual with specific Board guidance spelled out on subjects like collection access for juveniles. While there is reportedly a policy of open access to the entire collection, it should be backed up in print. Such a practice would also help eliminate the confusion evident among staff concerning whether or not children have access to adult recordings (see Audiovisual Services). Other policies which deserve space in the manual include: 1) limits placed on the number of books that can be checked out at anyone time (currently unlimited except understandably in the case of mass school assignments), 2) restrictions on reserving materials (apparently, picture books cannot be reserved but, for what reason this is not allowed is unclear), 3) restrictions on renewals (books can be renewed if there are no outstanding requests for the item), etc. Creating policies and committing them to print is often an excellent time to reflect upon unwritten trends that become, in effect, policy. For instance, at Shelter Rock educational toys and games are not part of the Juvenile collection although their addition is certainly recommended to attract more users to the Children's area of the library.

The sixth and final concern that should be mentioned in relation to Children's Services deals with the amount of publicity presently being distributed to announce services and programming of interest to area youngsters. Fliers for special programming are provided and distributed to each child in the schools within the district (including the Human Resources School) but regular offerings are not widely advertised, reportedly because the programs are already heavily subscribed. Such a philosophy is really contrary to the widely accepted library philosophy of using communication and good public relations to stimulate the greatest possible demand and adjusting the number and time of programs to accommodate the response. With overall circulation figures running below the 9.5 per capita mark, it is safe to assume that the Shelter Rock Public Library has yet to tap all the resources at hand to increase utilization of the library. The recommendations contained in the Community Relations Chapter of this report go more into detail on possible avenues to explore in increasing communication with the service area but certainly a helpful tool would be a more frequent newsletter that should be mailed to all district households and should continue to contain a section on Children's Services. In addition to the newsletter, it is recommended that letters be sent annually to teachers, school librarians, principals, etc., informing them of available services and asking for their cooperation in providing the best possible service to children.

REFERENCE

ALA's Public Library Association recently issued "Goals and Guidelines for Community Library Services" which recommends a user-oriented approach to public library service.

Within this document, basic services which should be provided are outlined, and included in this listing, is a whole section entitled "Information and Referral" which describes a wide range of services often thought of in terms of a "Reference" Department. Quoting from the document -- "information is now the staff of life." The heart of Reference Service then is delivery of information services to the public. At Shelter Rock there appear to be some obstacles blocking the most efficient delivery of information services to the public and this section will therefore concentrate on suggestions for removing procedures that hamper an otherwise efficient operation.

Answers to three rather basic questions pinpoint the very obstacles that are compounding the task of offering reference service to patrons: 1) Which staff member is in charge of the Reference Department? 2) Where is the Reference desk located? 3) Where is the Reference desk collection housed? The first question may actually hold the key to the remaining two questions because it concerns staffing - the basis of the whole service. Just as audiovisual services has no formal department head or coordinator, reference also has no Head Reference Librarian to whom all other reference personnel report. Of course, it could be argued that the Head of Adult Services functions as Reference Coordinator but, in fact, this position carries with it many non-reference tasks such as overseeing the entire library operation in the Director's absence, coordinating all non-juvenile orders, scheduling professional personnel, etc. In effect, the Head of Adult Services has responsibilities of an administrative nature that are beyond the scope of a Reference Head's position and do not allow total workday commitment to Reference alone. Therefore, Shelter Rock is left in the position of having no single person who is primarily responsible for the well-being of the Reference Department. Considering the size of the community served and noting the average attendance on any given day, the library should have full time professional librarians staffing a Reference Department.

A primary reason for having full time staff members in Reference is a desire to have the continuity needed for following through on a question that may require several days of research and for collection maintenance - a skill developed, among other things, from an awareness of the changing demands made on the collection that will require subject additions. At Shelter Rock, an examination of the collection turned up a great many instances of early and later editions of titles standing together on the shelves. The staff felt that such situations arose from having different individuals selecting new materials and receiving new items into the Reference Collection. A Reference Librarian in charge of the collection and not assigned a myriad of other tasks as well, would certainly take responsibility for collection currency and see that deadwood was removed by engaging in a regular weeding program. Continuity in staffing would also enhance telephone and in-house reference service. Very often, a call arrives in the morning, for instance, and the staff shift changes before a call-back can be made. The same continuity would also facilitate dealings with NLS Reference Services which now find that staff shifts make follow-up discussion on questions a near impossibility. Just as an example, suppose a music reference question is phoned in at 11:30 a.m. on Tuesday when the Art and Music Librarian is available to assist. Typically, the question will require research and waiting in-house patrons must also be served. The next time that this same librarian would again be on duty during the morning is not until Friday - what's to be done? Well, the Shelter

Rock staff has been resourceful in coping with the existing arrangement and a highly developed system of note leaving goes on constantly. But how often are notes misplaced or questions not written down? Such a system is far from efficient and needs some overhaul for improved service to the public for which it should be designed.

The second question concerning location of the Reference desk is probably unique to this library and may have developed unconsciously due to the positioning of the vertical file cabinets. These cabinets form a range that has served to cut off vision between the circulation desk and what was planned to be the reference desk and also between the card catalog and the reference desk, consequently, patrons seldom manage to stumble into the reference area but concentrate their questioning near the circulation desk and the area of the card catalog. Therefore, Reference services have moved nearer the center of the action and are, in effect, located from a base in the Adult Services office. The unfortunate part of this arrangement is that behind-the-scenes workspace is being consumed by an activity that more properly belongs on the public service floor. From the user view too, there should be a furniture shift as soon as possible so that the less hearty seeker of information need not brave the threshold of some private office to ask for assistance. Then too there is the whole problem of vandalism or theft which is not controllable from the enclosed adult service office but could well be from a station at the Reference desk. In completing a furniture change, the vertical files should be moved out of the way - perhaps to one side nearer the microfilm cabinets or perhaps the reference desk and vertical files should exchange places. The staff will really have to experiment with a rearranging but any shuffle should allow the circulation desk crew to clearly see the Reference librarian on duty at all times so that patron directing is facilitated. While a shifting is being plotted out, some arrangement should also be devised to relocate the Reference desk collection including Subject Guide to Books in Print, the Nassau - Suffolk Union List of Serials, and other Ready-Reference materials around or with the Reference desk itself. Such an arrangement would make it feasible to have a Reference librarian stationed at the Reference desk during all open hours. As the Reference desk collection now exists it is partially shelved behind the desk of the Head of Adult Services, partially located in various work areas, and also scattered along the top of the circulation counter. Bringing all the materials together in a central location should eliminate the need for much walking hither and yon to assist patrons.

Further improvement in Reference service to patrons could result if the task of initiating subject requests was reassigned where it rightfully belongs - with a professional librarian. Presently, the interlibrary loan clerk is solely responsible for initiating subject requests which are a vital part of the follow-up needed to complete many reference questions. It is recommended that a change in procedure here be made so that every professional librarian on the staff be made aware of the subject request form and also of other network interlibrary loan forms and their proper use. Certainly, the NLS Reference Department stands ready to assist as needed in clarifying or explaining any of the forms and the procedures followed in retrieving a volume or reference information through interlibrary loan.

While on the subject of interlibrary loans, a check of the Shelter Rock operations shows that

interlibrary loans are treated as a portion of the reserve process. When a reader asks for a book the library does not own, or one that is owned but has not been on the shelf recently, the reserve clerk automatically turns the request into an interloan request. Occasionally the patron will have talked with a librarian but often only the patron and the interlibrary loan clerk have conferred. In addition, all requests for books owned by the library but not located through reserve within two months are automatically converted into interlibrary loan requests without reference, at this later date, to the patron. In a great many instances, this use of interlibrary loan is probably a service much appreciated by the reader but as a sizeable amount of the interlibrary loan volumes wait on the shelves at Shelter Rock without being picked up by patrons, it is apparent that not all readers still want the material after a two month interval. What appears to be needed is a recontact with the patron or further clarification during the first contact to determine if this is the only book which will fill the need and if pursuit of the volume should still be attempted after a particular date. Such a follow-up should decrease the size and work involved in the interlibrary loan procedure at Shelter Rock and free the senior clerk to handle more of her assigned supervisory responsibilities.

By scanning the shelves of the Reference collection, it is easy to conclude that the collection is in generally good shape. Standard tools in all Dewey areas are to be found, are current and well maintained. Particular collection strength was noted in the 800's, 000's, and 920's. Excluding the 590's, which are well represented, the weakest Reference collection areas are in the 500's and the 900's. There is, as mentioned, a good deal of material which can be removed because of the presence of later editions. Only one instance of out-of-date material that could result in a serious information gap was found - the U.S. Code on hand is the first supplement although the third supplement can be purchased. With space obviously no problem for collection growth, several long runs of annuals have been kept thus adding depth to the collection. Unfortunately, business reference sources are not located in convenient facilities. According to the staff, business materials are not in heavy demand but as this may be largely a factor of location, it is recommended that a more prominent and usable location be given to Moody's and that subscriptions to business and investment series be undertaken. In addition to the Reference book collection and the backup supplied by the periodical collection and the general collection, Shelter Rock also maintains a vertical file of some 50 drawers. The contents appear to be well selected and maintained and are obviously obtained from a variety of sources beyond the basics from Vertical File Index. The most obvious need for the vertical file is not content but location elsewhere to eliminate the obstructed view between circulation and reference.

Data collected on the use made of the services provided by the System's Reference Department for calendar 1974 shows that Shelter Rock was the 6th most frequent user of Union Catalog services among the member libraries with 3,549 calls being placed to NLS to provide location facts on needed materials. At the same time, Shelter Rock was the 11th heaviest user of the Reference back-up information service with 108 reference questions passed on to the NLS system staff for further search. Shelter Rock has also in the past been a faithful participant at most NLS Reference workshops and programs. However, the library

with a relatively new collection has not been a heavy lender of interlibrary loan materials due to lack of age in the collection. Lastly, the fine spirit of cooperation on the part of the staff seen through a willingness to participate in committee work, workshops, or telephone assistance for other libraries is commendable.

TALKING BOOKS

As a point of reference, talking books consist of sets of recorded discs, produced at speeds of either 8 R.P.M. or 16 R.P.M., containing spoken transcription of entire volumes. Talking books are provided free of charge through the Library of Congress and are distributed through local agencies, in this case - the Nassau Library System and the Shelter Rock Public Library. Recently, spoken recordings have also begun to be produced on recorded cassettes. Library of Congress equipment to play either the discs or cassettes is also provided through the Nassau Library System.

According to figures released by the Library of Congress, Division for the Blind and Physically Handicapped, at least 3.7% of the population qualifies for talking book services by virtue of being physically unable to read normal-size print. With a population estimate of 30,000, the Special District served by the Shelter Rock Public Library has a potential talking book readership of 1,110 people. Contrast that figure with the registration of adult and 4 young adult active borrowers (with active being defined as having withdrawn at least 1 book within the past year) and it is not hard to determine that Shelter Rock has a long way to go to achieve a level of talking book service that would prove invaluable to the community. Of course, realistically it should be pointed out that not all 1,110 people would ever desire to use the service available, but if it can be assumed that the same percentage of the total population that uses library services (conservatively estimated at between 10 and 20% of the total population) would use talking book services, then Shelter Rock should be serving between 111 and 222 clients. The question then becomes - how to attract the potential patrons. Certainly, a start in this direction would be to include slides of children, young adults, and adults using the talking book material within the scope of the recommended Cinemasound production (see p. VI - 15). In reaching children and young adults, it is crucial that contacts with teachers be maintained so that knowledge of individual youngsters needing the service can be exchanged. Homebound teachers are also good contacts for locating youngsters that may have temporary need for some phase of the service provided. The really big factor in attracting more patrons is, of course, communication which can be fostered through using the posters on the talking book service that are available through the system. Placing posters in churches, community meeting rooms, laundromats, and other non-library areas is certainly indicated. As with other phases of the library's program, speeches to PTA's, service clubs and other community organizations concerning the service offerings are also desirable. Exhibits too are a method of getting the word to the public and, should they be needed, demonstration machines are available from NLS for such purpose.

Shelter Rock does maintain a deposit collection of talking books to fill the requests of

patrons who drop by the library and do not wish to wait for system delivery of selected volumes. Most of the patrons at Shelter Rock do pick up or have picked up for them the materials they seek. But mail delivery can be arranged for those unable to get to the library.

Staffing for the Talking Book Service is provided by one 20 hour per week Reference Librarian who is at work Monday and Wednesday mornings (the library is closed to the public Wednesday morning), Friday afternoons, Thursday evenings, and alternate Tuesday afternoons with Saturday mornings. During the remaining open library hours, no one is charged with responsibility for Talking Book requests and the system, previously mentioned of leaving notes for the absent worker is followed. It is recommended that other staff be trained in the procedures followed for Talking Book materials so that requests can be handled as they arrive. Ideally, one other person thoroughly familiar with the service should have responsibility for it in the absence of the Talking Book/Reference librarian.

YOUNG ADULT SERVICES

Shelter Rock has one of the county's largest young adult book collections - a collection geared to junior high school age youngsters with no planning evident that would suggest a more liberal trend to extend the collection's depth to provide for a broader age span. With the total collection open to all ages, mature young adults are expected to use the adult book collection to fill their needs. Placement of any young adult collection should be designed so as to be easily located, be near reference materials and yet apart from the rest of the collection to, in effect, provide for a special, identifiable spot for YA's to gather. At Shelter Rock the YA area is immediately to the right as one enters the main library area after passing through the display case foyer. Its best feature is the ease with which the YA area can be spotted and for heavy YA use, its worse feature has to be the openess of the area and its prominance across from the main library control area - the circulation desk. To any YA, it must be obvious that the site was chosen for its supervisory convenience. Probably because of a desire not to be under so many watchful eyes, YA's tend to congregate during the evening hours in the non-supervisorable carrel area. In addition to location, a YA area should also contain displays, furniture, and AV equipment designed to attract YA's and provide a surrounding with which they can identify. Hopefully, lounge or random seating would be available, tape recorders and listening booths prominent, bulletin boards up, posters on display, records and cassettes openly provided, etc. However, at Shelter Rock a more conservative approach has shaped a young adult area equipped with only the book collection, some tables and chairs for study space, and a librarian's desk which has never been manned by a YA librarian and is slated to become the center for Information and Referral Conferences.

The main philosophy that is currently guiding young adult services would seem to be the widespread attitude among the staff that the number of kids already using the library is placing a burden on existing manpower; so why begin an accelerated program designed to attract even more YA's to the library? Hopefully, such frustration over the amount to be

accomplished and the limited time in which to do things will be relieved if not erased with implementation of the recommendations contained in Chapter VII and with consideration given to less dependence on part time workers. In the case of Young Adult Services, it is crucial that the assigned librarian be scheduled when the YA's are in the library and that she be at a public service desk ready to work with and for the YA's using the facilities (see discussion of YA staffing schedule p. V - 4). Otherwise the designation, "Young Adult Librarian," will pertain only to the duty of selecting for the YA book collection without having any relevance to implementation of young adult services.

The portion of the budget set aside for young adult purchases is $2500 which is low, but from discussions with the Young Adult Librarian, the customary budget reallocations near the end of each budget year are sufficient to supply the YA collection's growth needs. In other words, the $2500 sum is not rigid and can be increased as needed. The Young Adult Librarian selects the YA book materials from NLS/YA lists and from standard selection tools such as Library Journal. In 1974, Shelter Rock placed orders for 181 books from 11 of the 12 YA lists produced by the System. Books purchased from YA lists are strictly for the YA shelf with a title rarely purchased from these lists for the adult collection. Since the YA collection makes no attempt to provide materials for junior and senior high school students, it is suggested that the YA lists also be considered by the adult librarians for purchases so that the older YA's needs are being adequately met in the adult collection. A display of YA "best sellers" is maintained on a table in the YA area to highlight the collection. This display is kept small and current by frequent additions and adds considerably to material usage. Paperback materials are located in one of two places within the YA collection - 1) as part of the uncataloged browsing paperback collection or 2) paperbacks considered of more importance to the collection are cataloged and shelved with the hardbound volumes. It is recommended that full cataloging for any YA paperbacks be discontinued. If considered necessary, a simple shelf list could be established to show which titles were purchased for the collection. In all probability, cataloging has little effect on whether or not materials disappear from the collection. The YA collection does not stock school yearbooks or newspapers which would be a good idea considering the several school districts in the area and the interest YA's have in comparing notes. Other than the book collection, the Young Adult Librarian has no input into selections made elsewhere in the library that would be of interest to young adults. Such items as records, cassettes, periodicals, reference volumes, pamphlets, films, etc. are all selected by other staff members. With young adult materials as with other phases of the collection, there is a need for coordination of selection and consultation among staff members. No discussion of the YA collection would be complete without mentioning the quality and coverage that are reflected in the non-fiction holdings - this part of the collection must be invaluable to YA's involved in assignment related activities and as a general source of information.

With the present reliance on part time professionals, there are obviously going to be a number of times when the Young Adult Librarian is not on hand to assist YA's and when the Children's Librarian is also not available to help YA's who need lower level materials. With this in mind, the Young Adult Librarian has initiated two projects which should be

most helpful to the rest of the staff. One project involves annotating YA fiction titles on 3 x 5 cards but unfortunately the cards are filed in the workroom area and would prove of little assistance in helping a waiting patron on the main floor. To be accessible to the other staff members, the cards should be stored in the YA information desk and all staff should be alerted to their existence. The other project involves compiling bibliographies on topics that are frequently requested by YA's. This project should be converted to 3 x 5 cards and also stored in the YA public service desk for quick reference by all staff members. With the addition of another full-time Children's Librarian, the lack of professional assistance in the juvenile area during all open hours will be eliminated but until the position is in effect, staff should be receiving some organized in-service training to familiarize all reference staff with the materials and organization of the children's collection so that YAs needing lower level materials can be served at any time. Cross-training would alleviate numerous problems of waiting for particular workers to again be on hand for completion of tasks.

Relations between the junior and senior high schools and the public library have been dormant since a 1971 meeting with school librarians was held. Reestablishing good working relationships would help prepare the library better during periods when large specialized assignments are being given. In general, the often common objectives of both public and school librarians are facilitated when relationships are maintained - so it is suggested that the YA librarian should make plans to visit each school library facility and explore any possible cooperative ventures of benefit to both. At one time Shelter Rock did supply each school with a copy of the NLS/YA monthly lists - a practice no longer free but now on a subscription basis. It would of course cost the library to continue the school distribution but might be worth considering in order to continue working relationships between the school and public libraries.

On a monthly basis, the Nassau Library System has young adult review meetings with open discussions held on the various titles under consideration for placement on the YA recommended list. These sessions provide an opportunity also to meet and preview various program resource talents. In addition, film previews on young adult topics are held on an irregular basis. Few of these freely provided, in-service training sessions are utilized by the Young Adult Librarian at Shelter Rock because of her work schedule. In 1974, for instance, Shelter Rock was represented at only 3 of the 10 monthly meetings held and in 1973, the library sent a representative to 6 of the scheduled meetings. Both the System's YA Services and Shelter Rock would benefit from more sustained contact through the monthly meetings.

STATISTICAL RECAP

With background information on the basic public services that are provided at Shelter Rock in mind, another examination of the data on collection growth and development should serve to crystallize trends that may need some reexamination by library planners:

Chart I - Library Holdings

	ADULT			JUVENILE			
Year	Fiction	Non-Fiction	Total	Fiction	Non-Fiction	Total	GRAND TOTAL
1970	12,759	33,167	45,926	8,296	11,892	20,188	66,114
1971	14,364	36,932	51,296	9,164	13,046	22,210	73,506
1972	15,927	42,225	58,152	9,815	13,478	23,293	81,445
1973	17,652	48,287	65,939	11,899	15,593	27,492	93,431
1974	15,473	60,831	76,304	9,258	11,377	20,635	96,939

Chart II - Books Added

	ADULT			JUVENILE			
Year	Fiction	Non-Fiction	Total	Fiction	Non-Fiction	Total	GRAND TOTAL
1970	2,167	5,426	7,593	1,024	1,810	2,834	10,427
1971	1,732	3,940	5,672	946	1,216	2,162	7,834
1972	1,696	5,372	7,068	742	497	1,239	8,307
1973	1,872	6,311	8,183	2,186	2,174	4,360	12,543
1974	1,812	5,327	7,139	1,160	493	1,653	8,792

Chart III - Books Withdrawn

	ADULT			JUVENILE			
Year	Fiction	Non-Fiction	Total	Fiction	Non-Fiction	Total	GRAND TOTAL
1970	78	136	214	94	176	270	484
1971	127	175	302	78	62	140	442
1972	133	79	212	91	65	156	368
1973	147	249	396	102	59	161	557
1974	852	3,589	4,441	792	611	1,403	5,844

All of the figures in the three charts were taken from the Shelter Rock Public Library's Annual Reports to the Division of Library Development.

All three charts should be examined with the understanding that the rather radical changes reported in the year 1974 are the result of the collection inventory completed as part of the process of converting to the NLS circulation control system. Consequently, the 1974 figures actually reflect the losses due to theft that have occurred during the past 13 years as well as the discards made during the inventory. In addition, from looking at the dramatic shift in the Juvenile holdings, it would also appear that for several years an overestimation of the holdings figures had inflated the Juvenile collection's size and so had been providing the library planners with a false sense of the collection's growth. For instance, remembering the suggested formula distribution figures of 1/4 adult fiction, 1/4 juvenile titles, and 1/2 adult non-fiction, suggested at the beginning of Chaper VI, we can see that the collection in 1970 was composed of 19.2% adult fiction, 30.53% juvenile titles, and 50.16% adult non-fiction titles. Obviously, the collection in 1970 was more in balance than it presently is but that balance was primarily the result of the overly large Juvenile count.

Chart II offers several interesting observations - for instance, the record of growth in the collection has fluctuated rather dramatically with no consistent and steady growth being reported. The 1971 and 1972 additions were far lower than the acquisition rate in 1970 and a similar drop in purchasing occurred in 1974. This chart also shows that although the library has expressed a recent shift in emphasis which will accelerate adult fiction acquisitions, that proportionally more fiction titles were acquired in 1970 than in 1974 (of the total adult additions in 1970, 28.53% were fiction and in 1974, only 25.38% were fiction). The system of Juvenile additions to the collection is unusually erratic with, for instance, non-fiction ranging from 497 volumes acquired in 1972 to a high of 2,174 non-fiction volumes added in 1973. In the two years that non-fiction acquisitions in the Juvenile collection amounted to under 500 volumes (1972 and 1974) a real strain was put on the ability of the collection to provide for the assignment needs of the local school-age population. Chart II and the fluctuations contained in it signal a need for the planners at Shelter Rock to complete a Book Selection Policy statement that will provide a plan for future purchases.

Chart III shows the pattern of withdrawal from the collection during the last 5 year period. It has already been stated that a low discard policy has been followed due almost entirely to the age of the collection. However, after 13 years of purchasing, this discard rate must be increased significantly if the collection is not to become crowded with outdated materials. The recommended discard rate is set at 5% of the total collection annually. At Shelter Rock the figures however have run - .73% in 1970, .60% in 1971, .45% in 1972, .59% in 1973 and 6.02% in 1974. In other words, not until 1974 did Shelter Rock discard even 1% of the total holdings. And in 1974, the dramatic increase rate is primarily due to the newly gained knowledge of collection losses discovered during the inventory. In other words, the public at Shelter Rock has been primarily responsible for the weeding that has taken place! In constructing a Book Selection Policy, a section should deal with the discard plan followed by the library and this plan should be instituted posthaste.

The 20th edition of The Bowker Annual of Library & Book Trade Information includes the fact that 40,846 new books and new editions of books were published in America during 1974. In that year, the budget available for book purchases at the Shelter Rock Public Library allowed for acquisition of 21.5% of the published material. If the yearly allotment for book purchases ever achieves a somewhat more steady growth rate devoid of dramatic yearly fluctuations, it should adequately provide for the community's needs.

Before moving on to the last chart, it should be noted that the Grand Total of Library Holdings from Chart I falls well above the recommended minimum of 2.75 books per capita outlined by Wheeler and Goldhor (p. 554) as well as above the suggested 3 books per capita at the other end of the scale. Using the formula , Shelter Rock should have between 82,500 and 90,000 current volumes in good condition.

Chart IV - Budget Breakdown

Year	Total Income	% Library Materials	% Salaries Expense	% Other Expenses	% Total Other Disbursements	% Unexpended Cash Balance
1970	$492,539	12.61	27.58	11.23	26.95	19.27
1971	449,774	10.28	35.77	10.52	20.25	22.78
1972	473,210	11.22	40.50	11.03	12.60	22.48
1973	508,705	14.14	43.62	11.88	9.42	19.91
1974	552,600	13.37	46.79	12.80	8.49	17.74
Recommended		18-20%	60-65%	20-25%		

The only budget category not accounted for by Chart IV is Capital Disbursements which has amounted yearly to under 3% of the total expenditures (in 1970 Capital Disbursements were 2.33% of the total budget, in 1971 - .38%, in 1972 - 2.14%, in 1973 - 1.01%, and in 1974 - .77%). Perhaps the most striking feature of Chart IV is the low percentage of the overall budget that is allotted to "salaries expense." Of course, as we have seen, there is a need for more professional assistance (for instance, another children's librarian) which, if provided, would raise the percentage of the total budget going into salaries. What is skewing the percentage distribution though is the amount of the total available monies being held in reserve or "cash balance." With the cash balance portion of the budget removed from consideration, the 1974 Shelter Rock budget had some 56.89% expended for salaries - still below the recommended 60% point and thus indicative of a need for added personnel and/or some salary adjustment. It should also be pointed out that the fluctuations in the allotment for library materials reflect a need for more detailed budget preparation and follow through so that more orderly growth of the collection is possible. The recommended percentage breakdown figures given at the bottom of the first three budgetary categories - Library Materials, Salaries Expense, and Other Expenses - have some degree of flexibility built in through use of the high/low span but even this allowance may prove inadequate if the erratic cost fluctuations of the past few years continue. So the suggestions should be viewed with increasingly critical concern for making adjustments as needed allowing for cost of living increases, rising book prices, escalating fuel prices, etc.

THE LIBRARY'S SERVICE PROGRAM

In the country as a whole and particularly in Nassau County, public libraries are coming to be thought of not only as sources for book materials but also as community cultural centers.

Shelter Rock Public Library is certainly moving in this direction by providing an art gallery in the meeting room for changing exhibits, by offering the Sunday concert series with live performances, by having changing displays in the foyer on topics like "wood sculpture" and needlework, by giving some collection priority to development of the art and music section, etc. In the meantime though, Shelter Rock, as other public library facilities, continues to offer basic services like providing district citizens with a logically arranged, classified collection of materials, assisting patrons with the time-saving services of reference and Information and Referral, circulating items from the collection within policy guidelines, and fostering use of this collection through communications media such as news articles, newsletters and information flyers as well as through additional programming such as foreign films and picture book hours.

The library is open 60 hours a week during all but the summer period from June 16 to Labor Day when the schedule is cut back to 48 hours weekly.

Winter Hours (September to June)

Monday, Tuesday, Thursday	10-9
Wednesday	2-9
Friday	10-6
Saturday	9-5
Sunday	1-5

Summer Hours (June to September)

Monday, Tuesday, Thursday	10-9
Wednesday	2-9
Friday	10-6

From a listing of "Shelter Rock Public Library Staff" prepared for the consultant team by the Director at the start of the survey, the following staff is available to conduct the services of the library (it should be noted that at least two positions have shifted somewhat with recent staff changes but available man-hours are close to the list provided):

Classification	Number
Library Director	1
Senior Librarian	2
Junior Librarian	1
	6 (part-time)
Senior Clerk	1
Senior Account Clerk	1 (part-time)
Clerk Typist II	1
Clerk Typist	2
	4 (part-time)
Clerk	5 (part-time)
Pages	6 (part-time)
Custodian	1
Cleaners	4 (part-time)

Programming at Shelter Rock has emphasized the Sunday concert series for adult patrons. Examples of the type of activities offered during 1974 include: a Saturday family sing-along with guitar and dulcimer, a presentation of the New York Virginal Consort, a Flamenco program, a special children's production put on by the Blue Peacock Players, the Garden City Little Theatre group's production of "Plaza Suite," a demonstration of Kung Fu for young adults done by the Herricks Community Life Center, etc. Shelter Rock Public Library has in the past belonged to the Nassau Library Music Circuit which averages four programs yearly for about $500. This circuit brought "Songs of American Indians" to several Nassau County public libraries. In addition, the library has offered its meeting room space for the Herricks Adult Continuing Education series and for the "Each One - Teach One" literacy program. This fall, for the first time, the library is joining other public libraries which offer Adelphi courses in the library meeting rooms during weekday nights. Shelter Rock also regularly schedules the Nassau Library System's packaged programs such as those on gardening and lawn care and consumer calisthenics. Programming then is very much part of the life of the library and the only suggestion regarding programming would concern 1) the audiences to be reached and 2) the variety of the offerings available. First, it is important that the staff at Shelter Rock be given more planning and preparation time to ensure that activities not be limited to Sundays only or to one or two spectacular events a year. A more evenly distributed series of events should be planned that would attract weekly followers. Within the Children's Services section, recommendations regarding increased juvenile programming were mentioned, including a need to extend programs for the older child as well as for parents of youngsters. Similar recommendations should also be made for young adult programs which now are strictly limited to those which attract all age levels (for example, the family sing-along) and perhaps one special offering a year (the Kung Fu Exhibition). More young adult programming is a real priority for improvement in the total package available for the community. Book discussion groups are possible, as are videotaping clubs. Workshops on a variety of topics would be good also - suggestions: career counseling, language mini-lessons, babysitting workshops, country music afternoons, string art workshops, etc. The topics and variety of presentations are limitless and require only a commitment of time and personnel to be effective. Since the staff at Shelter Rock is not looking to programming particularly to increase the numbers coming to the library, feeling that young adults are using the facilities, it seems appropriate that whatever is devised for YA's be created from the suggestions offered by those who do frequent the library. A core group of YA's could be selected for participation on a Teen Advisory Board which would develop future programming efforts. This would insure that the YA's now using the library are offered topics of interest and value to them.

The question of variety in programming hardly seems an important issue at Shelter Rock since the list of past presentations does contain such diversity. But, since an audience for cultural performances has been developed, it seems equally important that other potential audiences whose interests are not necessarily inclined to ballet and chamber music also be provided with programming of interest to them. Again the range of interests and topics is limitless but could include; demonstrations on bread making, talks on food cooperatives, auto repair workshops, second career selection, selecting a nursing home, alternatives to nursing home care, creating successful resumes, etc. As with other services, expansion of programming will necessitate additional staff. Perhaps programming variety would follow naturally given more staff hours to develop possibilities.

THE LIBRARY'S PHYSICAL PLANT

The staff, Board, and community can be justifiably proud of their new building. It is by any account attractive and pleasant to be in. As with any building though there are a few sources of inconvenience provided by the room arrangement. For instance, the meeting rooms being separate from the rest of the main library (so as to be accessible hours when the library is closed to the public) means that using the room as an art gallery requires constant page supervision from 3 p.m. until closing each evening. In the Young Adult Section of this report, the problem with unsupervised YA congregating in the carrel area was mentioned. And, throughout the report, the concern over the small amount of workroom space was mentioned. During the survey period, the Director also expressed concern over the few meeting rooms available for expanding programming to include more classroom-size sessions. However, the imperfections that have surfaced appear to be more a product of the changing demands being made upon the library institution as a whole than difficulties resulting from pre-planning oversights. Luckily for the special district residents, the building was designed with growth in mind and so should allow adequately for some readjustments as the library's service program is modified.

LIBRARY USE BY ORGANIZATIONS

It seems only appropriate that a look at the current pattern of organizational use of the Shelter Rock Public Library's facilities and services be taken, considering the major role community organizations played in the creation of the library itself. Using the historical outline in Chapter II, the many techniques employed to insure community involvement are easily traced. Even the first community interest in gaining a public library was part of a group effort (the Library Committee of the Wickshire School which first inquired about a public library). Crucial contacts during the lobbying efforts to get favorable legislation involved such things as 1) asking local organizations to donate $25 to the library campaign and 2) requesting each organization to appoint a library committee member who would participate in coordination of local library campaign efforts. There is little doubt that the library campaign leaders of the 60's understood quite well how to involve community groups in library support and how to maintain communication through the existing group channels. But the urgent need for the open communication lines and the total community response needed to garner support that would weaken bureaucratic resistance to a new taxing entity has gone with the passage of the legislation, the community vote to establish a library, and the placement of the library in a modern and attractive new building. Now the focus has changed and the very facility and institution the community groups worked to create seeks to provide worthwhile services for group needs in addition to fulfilling individual patron requests.

Discussions with the library staff at Shelter Rock indicate that many of the problems currently associated with fuller service offerings to community groups result from the unique shape of the library's service area which crosses through several existing District lines including School District lines, Water District boundaries, Fire Districts, etc. According to Edith Hyman's report on "The Community Served by the Shelter Rock Public Library," the Special District is "served by five post offices: Albertson (Zip Code 11507), New Hyde Park (11040), Roslyn (11576), Roslyn Heights (11577), and Williston Park (11596). In other words there is no single "community" that can be identified with the Shelter Rock service area. And while it is easy to concede that a lack of cohesion in the service area presents numerous problems, it is also possible to conclude that these difficulties did not halt the campaign for creation of the library and so should not restrict unduly the service and assistance presently given to community groups.

The latest effort to identify existing groups in the area was sponsored by the League of Women Voters in Roslyn in 1972 and resulted in the compilation of a list of organizations - some in the service area of the Bryant Library, others in the Shelter Rock Public Library service area. In order to get the card file information needed to act as a community referral agency (part of the Information and Referral program begun in 1974), an update of the 1972 list has been underway during the past spring and summer. Techniques used in the updating process included 1) working with the older list and seeking newer information, 2) using the Yellow Pages of the telephone book to locate groups not listed in the 1972 booklet, and 3) rechecking information obtained from the library's meeting room calendar. All three methods combined to produce a mailing list for sending out individual letters asking for information updating and seeking additional entries. The list was useful also in circulating an announcement of the new Information and Referral service available at Shelter Rock. Such a reestablishment of contacts with community groups may lead to future cooperative efforts. But nothing should be left to chance and the library should follow-up with timely announcements to the community groups concerning other service offerings in addition to the Information and Referral project. A test period of supplying various groups - garden clubs, business groups, etc. - with SDI (Selective Dissemination of Information) listings covering films of topical interest to each group, and books and other library materials that would be available at the library in addition to informing each group of the programming assistance available at the library, could be a valuable way to ensure cooperation and expanded service. One proven way of providing program suggestions to a larger audience is to sponsor a yearly program planning workshop given for the program chairmen of various groups. It would also be valuable if the library could have staff representatives on several program planning committees so that library input is provided as plans develop. For example, with the Bicentennial activities much in prominence, a library representative should be involved with planning for any local efforts at Bicentennial celebrations. Getting a representative to various group meetings may mean that the library needs to budget for membership fees for various staff members and will, of course, require out-of-library work hours for the particular staff member so assigned. The recently issued statement from ALA's Public Library Association Division entitled, "Goals and Guidelines for Community Library Services" elaborates on the importance of community group involvement by stating that "attendance at community meetings" is one method of accomplishing "the public library's first mission" - "to make known its existence." Such recommendations underscore the need for the Board of Trustees to put into rather concrete terms the philosophy of service of the Shelter Rock Public Library regarding service to groups. From all indications, a lack of staff time, concern for the limited number of conference rooms available for meetings and frustration over the restrictions imposed by the lack of a solidified community have hampered any creation of an accelerated program of library service offerings to local groups. In reading through library literature however it is not uncommon to find the recommendation made that as much as 20% of a librarian's work schedule should be dedicated to work in the community. Such a philosophy though would mean more staff and at

Shelter Rock, would necessitate an end to dependence on part-time professional staff.

Should the Board of Trustees respond positively to an expansion of service to groups, then methods to lessen the difficulties associated with the unique service area can be devised. Certainly, cooperative planning with the surrounding public libraries - Roslyn-Bryant, Manhasset, Hillside, Mineola, East Williston, Williston Park and Westbury - either on a library to library basis or as a larger committee type arrangement, would be a means of dealing with the problem. As an example of the cooperative efforts that could be devised, consideration should be given to hosting, with the Bryant Library, an informational meeting covering the range of available library services for club and organizational leaders. In essence, this meeting would serve as a gathering of community leaders and provide an opportunity for leaders to get acquainted not only with the library but with each other - a function often of community councils, in less fragmented areas. From this meeting there could be provision made to secure information (through questionnaries distributed at the meeting) about the needs of various groups, with the library then arranging for follow-up contacts as needed.

Other activities that the library should be providing for Senior Citizen groups, men's clubs, parent's groups, church groups, etc. include: 1) supplying library speakers or discussion group leaders (the Children's Librarian has spoken at school assembly and classroom programs), 2) distributing reading lists, 3) offering film previewing opportunities, 4) giving book talks, 5) coordinating a community calendar, etc. One activity that the Shelter Rock library offers on a regular basis is use of the meeting room for group programs. A look at the library calendar for the months of January, February, March, and April of 1975 showed that twelve groups had used the meeting room including: Hadassah, National Council of Jewish Women, ORT, Junior ORT, and the Girl Scouts. In addition, many adult education and literacy classes are conducted in the library - several sponsored cooperatively with the Herricks School District Adult Education Division. Beginning in the fall, the library will also offer two college level courses for adult independent learners - courses sponsored by Adelphi. Another recently formed group that uses the facilities and equipment at Shelter Rock is composed of mothers of deaf youngsters. These mothers have banned together to form an incorporated association that is tax-exempt in order to be able to acquire captioned films without charge. At the present time the mothers and youngsters meet at the library on Saturday mornings and the library supplies a projectionist but apparently does little more. From this listing of the present group service available at Shelter Rock, it is not hard to conclude that most activity falls under the heading - "booking meeting room for group use." Certainly, provision of meeting room space is a worthwhile activity but without other library involvement it is hard not to wonder - might not the group just as well have used meeting room space in a local bank or savings and loan? The offer of space is really a passive type of service that does little to involve the library in the life of the community it is attempting to serve. The Shelter Rock staff should consider some of the following suggestions to change this service -

booking meeting room - into more of an active part of the library's extension to the community: 1) staff members should be on hand to greet the people arriving for meetings, 2) these employees should also distribute materials or brochures on the resources of the library, particularly those related to the group's needs, 3) at the time of booking, an offer of a short oral presentation by a staff librarian on topics or material resources of interest to the group should be made, 4) the library should assist the group by publicizing their activities as appropriate, and 5) staff should stand ready to cooperate in other ways as needed. For library sponsored programs, a qualified staff member should open the program, welcome the audience and be in attendance to talk with individuals during and after the program.

RECOMMENDATIONS FOR INCREASED SERVICE TO ORGANIZATIONS AND GROUPS

1. Board of Trustees should construct a clearly defined statement of the library's policy regarding group services.

2. Complete the update of community organizations, resorting to staff block visits as necessary to secure current facts on groups in the Special District.

3. From the community group list, devise an organizational use questionnaire (samples available from the System) to pinpoint those service needs not being or only partially being met (this sample might involve cooperation with other public libraries in the area).

4. Follow-up with a personal telephone call or visit to those organizations requesting service in the questionnaire.

5. Consider telephone calls to those organizations not answering the questionnaire to acquaint them with the library's service.

6. Create a brochure describing the Shelter Rock Public Library's services to groups and organizations.

7. Plan for cooperative programming with community organizations both in and out of the library itself.

8. Provide for library membership or staff participation on appropriate organizational boards.

9. Consider cooperative programs for groups arranged by two or more libraries in the area.

10. Distribute materials in the library from organizations, thus publicizing services

of these groups.

11. Ask that information on library services, exhibits, and programming be included in organizational newsletters.

When instituting a fuller range of services for local groups, planners should remember that organizations are made of individuals and by serving organizational needs, the library is often better able to serve individual needs.

TECHNICAL SERVICES

INTRODUCTION

The Shelter Rock Public Library's latest annual report to the Division of Library Development of the State of New York reported the following holdings of library materials at the end of 1974:

Books	96,939	Talking Books	67
Periodicals	4,176	Pamphlets	6,000
Newspapers	124	Catalogs	500
Other Serials	146	Pictures and photographs	1,300
Films	24	Framed pictures	167
Filmstrips	83	Other	3
Recordings	3,839	Grand Total	113,368

A collection of this size is quite impressive for a library twelve and one-half years old. It is even more impressive from the technical services viewpoint. It has taken the staff at Shelter Rock a tremendous amount of time and energy to acquire these materials, to organize them so both reader and librarian have ready access to their subject content through the card catalog, and to prepare these materials for circulation. All these processes or tasks in a library, and they are many -- from the time an order for a title selected has been typed until the book or magazine or phono-record is in the public area ready for use or circulation -- fall under the heading of Technical Services.

ORGANIZATION OF TECHNICAL SERVICES

No formal organizational structure exists for the Library's technical services processes. Responsibility for this work rests with every classification of full time and part-time employee -- librarian, clerk, page, secretary to the Director, etc. There is no one person below the Director responsible for the administration and day-to-day supervision of the technical services operation. In a small library with a small staff, the organization can often be unstructured since the Director would assume responsibility for all library duties, including those of a technical services nature. But in terms of annual expenditures for library materials and in number of new acquisitions, the Shelter Rock Public Library ranks well above the average library in size in Nassau County. It has skipped the middle growth years and reached maturity quickly. The technical services operation, however, has not kept pace with the rest of the Library and is at an awkward stage.

On the surface there appears to be a tight organizational structure in the processing area since the position , "Chief of Technical Services", does exist. It is filled by an employee with the classification of Page who works a part-time schedule of 20 hours weekly. On the staff questionnaire mentioned earlier, the Chief of Technical Services indicated that he supervises the Technical Services Division and hires, assigns work, and evaluates employees' performances.

In order to get a clearer picture of these supervisory responsibilities, a checklist of tasks that are considered purely technical services in nature was forwarded to the library for completion. The checklist indicated the classification of employee responsible for each task, the number of page help involved and the number of hours spent on each task per week. In addition, the checklist recorded the other library jobs under the supervision of the Chief of Technical Services along with the number of hours devoted to each task during an average week. A copy of this checklist is included in Appendix E.

From this checklist, the following chart was prepared, separating technical services tasks from other library tasks:

TECHNICAL SERVICES TASKS	HRS.PER WK	OTHER TASKS	HRS.PER WK
Filing orders	2	Inspecting 16mm film	9*
Receiving Books and		Inspecting 8mm film	4
Stamping library identification	6*	Mimeographing	3
Processing books	25	Addressographing	1
Reinforcing/laminating paperbacks	25	Monitoring program room	39
Processing records	3*	Assisting Reference Desk	39
Processing films/cassettes	2	Processing periodicals	15
Repairing books	2	Covering circ desk	33
Shipping/receiving	5	Shelving/paging	110
Total	70		253

*Also included in total for monitoring program room. Total hours assigned 305.

From this checklist it is evident the "Chief of Technical Services" supervises all library tasks performed by the pages. As they spend only 23% of their time on technical services activities, it would appear that the title - "Chief of Technical Services" - does not fit the responsibilities of the position as usually defined in libraries.

The major part of the processing work is assigned to the professional and clerical staff. Since not all of the employees' questionnaires had complete information on the percent of time spent on their various assignments, it is only possible to arrive at a rough estimate of the number of hours currently being spent on processing duties. Excluding the Children's Librarian, the eight other librarians as a group devote between 48 and 52 hours to processing activities each week. This does not include time spent searching the public catalog before orders are placed. The Children's Librarian does some processing work, but the amount of time is minimal. The estimate of clerical time is 54 hours per week for typing and filing duties and 40 hours weekly for maintaining the automated shelf list. The Director's secretary

pitches in to type 1) tab-set orders, 2) purchase orders for items ordered direct, and 3) catalog cards for books, recordings and cassettes. A conservative estimate of the number of hours devoted weekly to technical services work in the Library is as follows:

	# of Employees	Hours Per Week
Professional	8	50
Clerk/Typist	7	54
Data Processing Clerk	2	40
Pages	13	70
Secretarial	1	?
Total	31 employees	214 hrs.

Most of the employees work on a part-time basis and spend only part of their assigned hours on technical services activities. The pages are assigned work and supervised by the Chief of Technical Services. The clerk who handles the automated shelf list has the title Coordinator of Data Processing and reports to the Library Director. But the professional employees and other clerks apparently have no immediate supervisor in the technical services area to assign them work. Each employee apparently knows what task must be done and automatically performs the work when not on public desk duty. Occasionally, there might be a bit of scurrying about to find enough typists to prepare orders to meet an order deadline established by the Service Center. Librarians place work on the typist's desk with instructions, but no one sets priorities on what should be done first. The librarians check in new shipments of books when pages are unavailable to do the job and are assigned numerous other duties of a purely clerical nature.

It is interesting to note that almost all of the technical services operations are maintained on a current basis most of the time. Processed books received from the Service Center invariably are checked in daily, and the books are released for circulation promptly. However, the question arises whether or not this would be possible without librarians performing many clerical tasks. In two areas there are backlogs of work. For instance, there are approximately 640 gift books cataloged and waiting for the typing of catalog cards and processing. The Director is aware of this and plans to clear this up during the summer months. Secondly, a check on unfiled catalog cards revealed that some had been received as long ago as 15 calendar days. While this is not a serious delay, an attempt should be made to keep the filing on a week's current basis.

PROPOSED REORGANIZATION

Why should the technical services functions of the Library be reorganized if the work always gets done and the majority of items get into circulation promptly? The primary reason, of course, is that the present structure is not necessarily the most efficient. That is not to say that the present employees are not working hard or are not cooperative and willing workers.

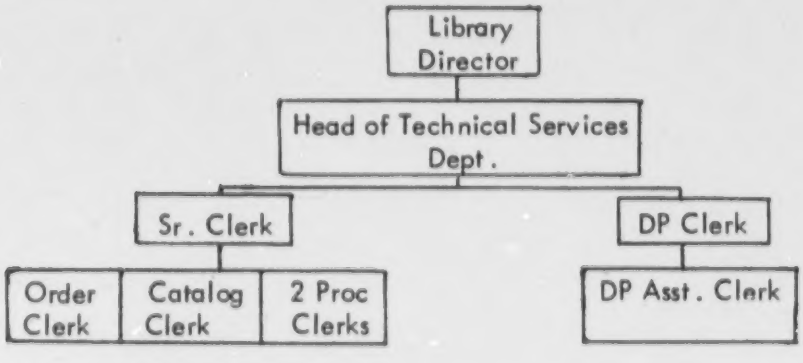
Similar sized public libraries ordinarily have a formal organizational structure. It might be called the Technical Services Division or Technical Processing Department or more usually the Technical Services Department. It is headed by a Chief or Head of Technical Services who is completely responsible for all acquisition, cataloging and material preparation tasks in the library. The person holding this job also acts as the Library's only cataloger for locally acquired materials and consequently will be a professional librarian usually on the same classification level as the Heads of the Children's Department and the Adult Services Department. All of them report directly to the Library Director, or where one exists, to the Assistant Director.

These libraries staff the Technical Services Department in one of two ways. Some will have an entire staff made up of full time and part-time employees assigned to both public service work and processing work supplemented by part-time employees assigned to processing duties only.

Staffing a Technical Services Department with all full-time employees has distinct advantages. The staff will be small; better control over materials can be managed; and a tighter work assignment schedule can be maintained. But most importantly, a well organized Technical Services Department will have professional staff performing professional duties, leaving all the purely clerical tasks to the clerical staff. Disadvantages include divorcement from the more exciting and often seemingly more rewarding public service work resulting in a lack of opportunity for staff to participate in more diversified work. An arrangement that has full time staff with both public and processing assignments takes care of these disadvantages. But then a more pervading disadvantage, more often than not, occurs in a Technical Services Department with a split duty staff. Public service work always takes priority over all processing tasks; and in the case of staff absences, the processing work suffers and backlogs quickly develop.

This report recommends that a separate Technical Services Department be established at the Shelter Rock Public Library with a staff composed of eight employees -- one librarian, three full-time clerks and four part-time clerks assigned to processing duties only.

The proposed new department would be structured as follows:



The Head of the Department should be a full time librarian who eventually will be in the same grade classification as the Adult Services and Children's librarians. This person would administer and supervise all the processing activities of all library materials including children's books and would report directly to the Library Director. In order to ease the problem of adequate public service coverage, there is no reason why the Head of the Department could not be scheduled on a regular basis for reference work on alternate Saturdays and one night per week, or more often if the workload permits. But, this person should never be assigned to substitute on the desk for an absent librarian except in extreme emergencies.

The senior clerk would be a full time position with day to day supervisory responsibility for the order, catalog and processing clerks. This employee would have no public service desk assignment duties. The two processing clerks would each work 25 hours a week also with no desk assignments. Both the order clerk and cataloging clerk would be full time positions. Once work loads for these two positions were clearly defined, it is anticipated that these clerks could be assigned limited desk duties but with the provision they would substitute at the public service desk for absent clerks only in extreme emergencies.

The American Library Association published in 1974 Personnel Utilization in Libraries: A Systems Approach, prepared for the Illinois Library Task Analysis Project by Maryl Ricking and Robert E. Booth. This work identifies and describes tasks, analyzes these tasks, groups them under subsystems according to function and assigns each task to the professional, technical or clerical level. In the forward to this book the Task Force Advisory Committee states "Its greatest use will probably be in small to medium-sized public and college libraries and in school libraries. This is not merely because the research upon which it is based was carried out in small and medium-sized libraries, but perhaps more because libraries of this size often do not have the personnel resources to perform the type of analysis this study provides".

Since this report so expertly describes and classifies library tasks into general library functions, it has been used extensively in the preparation of job descriptions for the proposed members of the Technical Services Department. The Ricking report includes a technical staff category, which calls for persons with two years of post secondary school education. This type of position is not wide-spread in New York State, so the position of senior clerk was substituted and the more professional tasks assigned to the librarian. For the Head of the Department and the senior clerk, responsibilities are outlined under 1) collection development, 2) collection organization and 3) collection preparation. Since the individual clerks are assigned primary responsibility for only one of the three divisions of processing work, the tasks are arranged for each accordingly. If this plan is put into practice, the order clerk would back up the catalog clerk typist and vice versa. The processing clerks could be trained for some of the tasks assigned to the full time clerks. Description of tasks for the data processing clerks has not been made in this report since their jobs would remain the same as in the present set-up. Supervisory responsibility of their work has been transferred from the Library Director to the Head of Technical Services.

The number of employees and the scheduled hours for the reorganized technical services operation would be as follows. The hours would be about the same or slightly less than at present.

	Number of Employees		Hours
Professional	1	between	26-1/2 - 33-1/2
Senior Clerk	1		37-1/2
Typist Clerk	2		60
Data Processing Clerk	2		40
Processing Clerks (part-time)	2		50
		between	214-221

If the Shelter Rock Public Library accepts this major reorganization, it will take considerable time for the plan to be implemented. The library must work through the Nassau County Civil Service Commission, and clearing civil service lists of eligible candidates takes months and months. Selection of a Department Head should take top priority, so the librarian could be in on the ground floor in helping to organize the Department and in establishing routines and procedures. Two pages already doing processing work and the two data processing clerks would simply be transferred to the new Department.

This plan has major implications for other operations in the Library. The position title of the present Chief of Technical Services would have to be changed to one that more appropriately describes his duties. Two pages would be transferred from his supervision. Other library tasks would have to be found for the approximately 20 hours of processing work performed by the other pages. Library materials for the Children's Department would no longer be separated at the "checking-in point" and routed to the Children's Librarian's Office for processing. The processing of these books would be handled by theTechnical Services Department. This would give the personnel of this section more time for public service oriented work. The biggest impact would be on the librarians, all of whom have some technical services duties. Under the proposed reorganization, they would be released from all technical services tasks except the revision of catalog card filing in the public catalogs. This includes the checking of orders against the card catalog, checking in books, revising typing, cataloging books and non-book materials, filing of order cards, etc. The questionnaire revealed that each spent considerable time on these tasks, but because the number of scheduled hours for each varies, it is difficult to estimate the total number of hours that would become available for other professional work. The following five pages outline staff responsibilities in the proposed Technical Services Department.

PROCEDURES AND STANDARD RECORDS

While there are certain functions that must be performed by all libraries in the acquisition and cataloging of the library materials that they make available to their users, there are

STAFF RESPONSIBILITIES IN THE PROPOSED TECHNICAL SERVICES DEPARTMENT

Head of Technical Services Department - Librarian

COLLECTION DEVELOPMENT

Procures through purchase, exchange, lease, rent, or gift the materials selected.

- Ascertains availability of materials.
- Maintains want list for out-of-print titles.

Controls all stages of the acquisition process.

- Establishes systems and procedures for purchase, lease or gift materials.
- Establishes systems and procedures for recording acquisition of materials including serials.
- Schedules purchases.
- Supervises the entire acquisition process and resolves difficult problems encountered.

COLLECTION ORGANIZATION

Develops classification systems.
Establishes and directs maintenance of cataloging records.
Supervises contributions to union catalog.
Determines when reclassification or recataloging is needed.
Assigns priorities to new materials to be processed.
Assigns classification number to locally acquired materials.
Assigns subject headings to locally acquired library material.
Determines number and kind of added entry cards.
Performs descriptive cataloging of materials for which copy is not available.

COLLECTION PREPARATIONS

Determines methods and techniques for physical preparation, maintenance and preservation of materials.
Recommends binding agent to be used by library.
Arranges for disposition of materials withdrawn from the collection to other libraries, sale, or discard in line with Library's policy.

Senior Clerk

COLLECTION DEVELOPMENT

Searches for bibliographic information.

Checks standard tools for author information, publication data and price.

Searches catalog to determine if materials requested are already in collection.

Checks damaged and worn out materials against standard tools to determine if they are still available for purchase.

Checks completed order forms for accuracy.

Handles correspondence concerning incomplete or incorrect orders and indicating action desired by Library.

Controls record of all serials acquired by Library.

Answers questions and complaints from Library units regarding lateness of delivery or non-delivery of serials.

Supervises the clerical tasks.

Makes recommendations for improvement in procedures.

Insures orders are placed promptly.

Receives all reviewing media with Service Center due dates from magazine check-in point and lists from Service Center.

COLLECTION ORGANIZATION

Catalogs fiction books.

Checks catalog cards for accuracy.

Notes changes in titles of serials and inputs appropriate changes in catalog and other records.

Revises filing of shelf-list cards in shelf list.

Supervises the physical upkeep of catalogs: shifting of cards, inserting of new guides, retyping of soiled and worn cards and guides.

COLLECTION PREPARATIONS

Inspects newly processed materials to make certain necessary pockets, cards, identifying labels have been properly completed.

Maintains bindery control file.

Sends materials to bindery with complete instructions as to fabric, color and identification.

Checks materials returned from bindery against original order.

Senior Clerk - (Cont'd)

COLLECTION DEVELOPMENT

Attaches routing slip and checks off librarians' names responsible for selection.
Assigns due date that lists must be returned to Technical Services Dept. so there is adequate time to check and type orders to be sent to Service Center on schedule.

Clerk-typist - Acquisition

COLLECTION DEVELOPMENT

Searches order files to determine if materials requested are on order.
Prepares orders for materials.
- Types order forms from copy provided.
- Sends to accounting unit order forms for materials requiring prepayment.
- Types form letters and envelopes to accompany order forms.
- Refers to supervisor orders involving vague and incomplete information, unusual costs, or departure from routine procedures.

Makes sure new order to Service Center meet deadline date.
Keeps records of orders.
- Files order slips and forms.
- Retrieves appropriate order forms from files when invoice arrives.
- Files received order form in order received file.
- Routes approved invoices to accounting unit for payment.
- Checks order file at regular intervals for items overdue.

Checks material received.
- Opens and sorts material received.
- Checks material for damage.

Verifies materials received.
- Checks materials against original

Clerk-typist - Cataloging

COLLECTION ORGANIZATION

Types cards and labels for catalogs, shelf list and other files from copy provided for locally acquired materials.
Reproduces cards in quantity.
Arranges catalog cards in sets.
Alphabetizes catalog cards.
Arranges shelf list cards in class order.
Does preliminary filing of cards in catalog.
Files cards in shelf list and other file.
Retypes cards, guides, and drawer labels.
Inputs any changes in catalog and shelf list resulting from reclassification or recataloging.
Orders catalog cards from Service Center using CIS service.
Checks processed books received from Service Center.
- Assigns copy number to each new book and adds number to appropriate records.
- Verifies classification number on catalog cards, spine and book pocket labels.
- Stamps library ownership on book.
- Affixes 7 day circulation sticker on spine and stamps 7 days on pocket.
- Writes price on shelf list record and stamps date received.

Removes from catalog and shelf list all record of materials which have been lost or withdrawn from the collection.
Changes all appropriate records when

Clerks (part-time) Processor

COLLECTION PREPARATIONS

Prepares and affixes pockets, cards and labels for books cataloged locally.
- Affixes labels and pockets by gluing.
- Stamps library ownership on book.
- Affixes special collection sticker on spines.

Processes paperback books.
- Affixes spine labels.
- Glues pocket to book.
- Reinforces or laminates book according to instructions.

Prepares cassettes, phonorecords, filmstrips, pictures, photographs.
Repairs worn or damaged materials.
- Performs simple mending operations: taping, gluing.
- Inserts missing pages in books.

Handles incoming mail.
- Routes first class mail to appropriate units.
- Sends incoming library materials to order clerk.
- Checks newspapers and magazines against receipt record.

orders for exact title, edition, quantity and price.
Checks material received against invoices.
Stamps and initials invoices to indicate correctness.
Identifies incomplete or incorrect orders.

Performs other clerical tasks related to the acquisition of materials.
Acknowledges gifts.
Records gifts.
Maintains address file of book dealers.
Returns to dealer, writes form letter, McNaughton books not to be kept and book received in error.

materials are transferred from one collection to another.

no national standards to help libraries in establishing their processing operations. However, every library must keep certain files in order to maintain bibliographical control over its collection. These include the following:

1. Outstanding Order File - one complete file, preferably arranged by title, of all book and non-book materials on order from all sources. This file is checked before ordering each new title to eliminate unwanted duplication of orders and checked when a new book is received to verify that the library ordered and received the correct title.

2. Order Received File - a temporary file arranged by title that includes a record of each book received. The period of time that the orders are kept on file varies among libraries but is usually somewhere between six months and a year at which time the dated records are removed. This file is checked before new orders are placed to avoid unnecessary duplication of orders.

3. Shelf List - a catalog of main entry cards arranged by class number for all materials owned by the library. Each card shows the number of copies in the library, location, and accession or copy number of each book. The record will often include the price of the item, date received and/or source of purchase. The file has many uses for the library staff. It may be used as an aid to the classifier to insure uniformity of classification number, as a measuring stick for the book collection to ascertain the strength or weakness of the collection, as a historical and statistical record of the book collection, as an insurance record, or most often as an inventory record of the library's collection.

4. Periodicals File - a file, arranged alphabetically by title, of all periodicals and newspapers to which the library subscribes. It is usually a visible file of standard printed cards used to check in the incoming issues of the title. It is used as a record for follow-ups for missing issues. Notes as to the routing of the periodical are also included.

5. Public Catalog - record of the library's holdings usually in card format describing each item by main entry, title and subject and indicating where the item is located in the library. Some libraries maintain dictionary catalogs with all entries arranged in one alphabetical sequence while others divide the catalog into three divided elements. Almost all libraries have two catalogs - one for the adult holdings and a separate one for the children's materials.

The Shelter Rock Public Library maintains all these essential records. The order file is kept in a tub file which is probably the most convenient method in which to store a manual record of this type. Access is by title. The order received file is located in the same tub file in drawers to the right of the order file and is arranged by title. The drawers containing the on-order records are taken by pages to the Program Room to work on while monitoring the room. It is not a desirable practice to move a file as important as this from the workroom. Some other tasks should be found for pages monitoring the exhibit area. Once the order file is stationed permanently in the processing workroom it is recommended that the orders received file be combined with it. Both files are arranged by title and each is checked separately before ordering. By combining them, one complete search is eliminated making the pre-order searching more efficient.

The Library is involved in the Service Center's automated circulation control system, and consequently maintains an automated shelf-list as well as the traditional shelf-list in card format. There is important information on the latter that is not in the punch card record, so apparently it would be unwise to abolish the one on catalog cards.

The Library maintains two dictionary arranged card public catalogs. One is in the adult area for the main entry, title, and subject cards for all adult and young adult material. Cards for spoken word cassettes are interfiled in the main catalog and also filed in a special catalog of cassettes and phonorecords. A separate catalog contains cards for foreign language materials, each language being in a separate sequence. There are separate catalogs for specialized materials: 8mm films, college catalogs, Educational Film Library Association's Critical Reviews and the subject index cards to the collection of literary criticism books in the East Meadow Public Library. A second catalog is located in the children's area. Filing in the catalogs is done by clerks; a red card slightly higher than the catalog card is placed with each card filed to alert revisors. It has been noted that filing could be more current than it is. Librarians revise the filing and remove the red card after checking. At times the clerks run out of the red cards which would seem to indicate that revision is not always kept on a current basis. An examination of the adult catalog did not reveal any filing errors.

Every library should have a handbook of procedures covering every aspect of the technical services operation. The procedures should be concise, explicit in every detail and uniform in format. Preparing a complete set of procedures is an onerous task and often neglected because of more pressing matters. Codified procedures are essential for use in the training of new staff members and for periodic examination to see how essential each step is in the operation of the library.

The Shelter Rock Public Library has a number of printed procedures for its technical services operation. They are not of uniform format and in some cases are not detailed and concise enough. If a new employee were assigned a particular task, he would not be able to do the job from these instructions. It is recommended that the procedures be rewritten in outline format; each action step of a process should begin with a verb to illustrate the action taking place. For example, the procedure called "Book Order Check" is presently written in narrative form; it should be reformatted as follows:

1. Receipt of Books

    A. Processed books from NLS

        1. Verify that correct number of cartons were received.

        2. Remove books from carton and place on small truck.

        3. Pull one order card from order file for each title on invoice.

        4. Check books against invoice to verify shipment is complete.

a. If all books are accounted for, approve invoice and initial.

b. If there is a discrepancy, notify the Service Center.

5. Etc.

The existing procedures reveal that Shelter Rock has kept its processing operations as simple as possible for the processed books received from the Service Center. The Director indicated that changes in classification number or descriptive cataloging are rarely made. Additions of essential copy numbers are written on the records rather than going through the time consuming practice of putting each record in a typewriter for typing this information, and unnecessary information is not added to the books. A minor recommendation is that stamps should be purchased for the special symbols such as YA, M SF, etc., so these symbols would appear more neatly on the labels and catalog cards. It is not clear from reading the procedures why the order card is not refiled immediately in the order received file for the books that will be processed quickly. It would seem that there would be some chance for a title to be searched in the order file while the card was temporarily removed and for a title to be ordered in error.

PHYSICAL FACILITIES

The workroom at Shelter Rock has 864 square feet of space. It is a hub of activity since all ordering, receiving, cataloging, typing, manual and automated shelf-listing, handling of reserves, sorting of mail, processing of interloans, etc. take place here. A delivery entrance, which is also used by arriving and departing staff members, is at one end of the room. Entrances to the Director's office and to that of the auditor and secretary are also from the workroom. An alcove at the opposite side of the workroom is used for the sorting of books prior to shelving. A flight of stairs near one end of the room is constantly being used by staff members for access to the balcony areas. At one end of the balcony, back issues of magazines and gift books are stored, while at the other end the staff lounge facilities are located. The entrance to the office of the Chief of Technical Services is also from the balcony.

In the work area, two of the librarians have desks in an area somewhat partitioned off from the rest of the room by the stairs. Book shelves are flush with the stairs, creating a separate but open work area. The card catalog holding the manual shelf list is at one end of this space, and all the files for phonorecords and cassettes are near the art and music librarian's desk. In the middle area are two desks with typewriter extensions for the interloan clerk and the cataloging clerk-typist. Two large tables are set side by side to provide additional work area for the other clerks and librarians working in the area who do not have assigned work stations. About one third of the workroom is taken up by the files and records for the automated shelf list and a processing counter along one wall.

The present arrangement of work stations does not allow for an ideal flow of materials going through the processing operation. Both the Director and Chief of Technical Services are aware of this and have developed a plan to rearrange the work stations to minimize the distance between each step of the operation. Their plans include the replacement of the two tables by a desk with a typing extension.

Ideally, the Technical Services Department should be located near the delivery entrance and near the public service area for ready access to the card catalog. The workroom at Shelter Rock meets these requirements. But, also ideally, the technical services personnel should be isolated enough from the other functions of the library to allow for optimum concentration with a minimum of distraction. This cannot be accomplished in the present workroom area. However, the Library should consider shifting the cataloging staff to the space presently occupied by the automated shelf-list files which would put them adjacent to the ordering and receiving and the processing operations. The shelf-list files could be moved into the area under the stairs.

When the Library decides to replace the two large tables, it should consider selection of work stations other than the traditional desk for the most efficient utilization of its space. For example, the Oxford Pendaflex Corporation, for one, has designed cluster work stations which give maximum work surface in a minimum of floor space. The Library should also consider discarding the old circulation desk which is being used primarily as a storage bin for data processing records and select a more compact storage unit. It would seem that with new compact work stations and a rearrangement of functions that space could be found in the workroom for some of the other librarians to perform their non-public service duties.

For material that is cataloged and prepared for circulation locally, the Shelter Rock Library has no equipment for the reproduction of catalog cards. Complete sets of catalog cards are typed for each title acquired. Some public libraries in Nassau County prepare cards the same way as Shelter Rock. Others use the Chiang duplicator which produces catalog cards one at a time from a typed master, or a copying machine, such as the Royal Bond Copier, which allows the reproduction of six-up catalog cards from typed catalog cards. A copier of this type is also available to the library's patrons for photocopying materials. The Shelter Rock Library should investigate the methods used by other libraries and select one that is more efficient than the typing of cards.

USE OF NLS TECHNICAL SERVICES

The NLS Service Center offers its member libraries a number of processing related services. The Shelter Rock Public Library, like every public library in Nassau County, can elect to use those services which it finds most beneficial for its program. A library may use some of the services heavily while ignoring others that it has tried and found inappropriate for its operations.

Book Purchasing, Cataloging and Processing

The major service of the Technical Services Department is the ordering, cataloging and processing of those books selected by each member library to be added to its collection. Centralized ordering enables the library to stretch its book funds since in the great majority of cases, a more favorable discount is received than if the books were ordered directly from publishers or book wholesalers. Centralized cataloging and processing of these books enable the library to save considerable staff time that would otherwise have to be spent on cataloging and preparation of books for circulation.

This service is not without its pitfalls too. In many cases, it may take longer for the library to get a book ordered from the Service Center into circulation than if the entire operation were handled by the library itself. Often a catalog code of a centralized operation may not be compatible with that of a library using the service. Shelter Rock did not have this problem, since the Service Center was providing cataloging services before the Library came into existence.

The use of this service varies among libraries - some use it for almost all of their acquisitions while others may use it for only part of their purchases. Shelter Rock's annual report to New York State showed that it spent $62,787.77 for books in 1974. From the Library's monthly lists of bills to be paid from Budget code 403, the following chart was prepared to show the source of the Library's purchases for the year. Vendors from which the Library purchased more than $100 worth of books are itemized. The category "other" represents 95 book suppliers: 22 were paid $5.00 or less; 20 from $5.00 to $10.00; 29 from $10.00 to $25.00; 13 from $25.00 to $50.00; and 11 from $51.00 to $99.00.

Vendor	Purchases	Percent
Regent	$1049.86	
H. W. Wilson	792.00	
Moody's	615.00	
Quality Books	399.79	
New York Times	375.00	
Bookmail	370.42	
G. K. Hall	360.18	
Gale	297.56	
Gov't Printing Office	269.70	
Chicorel	255.00	
West	220.50	
Bowker	221.35	
Dun & Bradstreet	193.50	
Standard & Poor	180.00	
Educational Book Pub.	153.00	
Sterling	130.57	
Keesings	115.00	

Vendor	Purchases	Percent
Weston Woods	100.35	
Sub-total	6098.78	9.7
Others	1045.07	1.7
Mc Naughton Books	3094.50	4.9
Nassau Library System	49620.92	79.0
NLS Processing Charges	2928.50	4.7
Total	62787.77	100.0

Most of the purchases from the list of itemized vendors could not be diverted to the Service Center since the items are standing order services or approval books which cannot be ordered through NLS. Many of the purchases from sources listed as "other" are small outfits, some of whom require payment with the purchase order. Only a full examination of all the invoices paid would determine if any of the purchases could have been made through the Service Center.

Some of the NLS total represents Shelter Rock's use of three other services. The Library subscribes to a couple of the Doubleday book clubs; these books are shipped by the publisher to the Service Center which processes and ships them to Shelter Rock. The Library received 317 continuation titles on a standing order basis. And they used the BINY service for 283 books. BINY books are stocked at the Service Center for delivery to libraries within three days of their telephone orders.

On its State Report, Shelter Rock gave the figure of 8792 new books added to its collection in 1974. The Service Center invoiced Shelter Rock for 8770 books shipped. These figures would seem to indicate that Shelter Rock purchased almost all of its cataloged books from the Service Center. But what is rather confusing about these statistics is the fact that 1605 notices of locally cataloged books were received at the Union Catalog in 1974.

Non-Coordinated Orders

Libraries must submit their orders for current new books to the Service Center on or before a designated due date. Based on the size of its book budget, each library may also order on a non-coordinated basis a quota of new books; for Shelter Rock this is 100 titles per month. In 1974, the Library exercised this option for 158 book titles, or 13 percent of its quota. Shelter Rock indicated that it was quite satisfied with this quota.

Cataloging Information Service(CIS)

This service exists to help libraries in the cataloging and classification of locally acquired books. For a shared cost price of 25 cents per title, the Cataloging Division searches its Official Catalog and the National Union Catalog for the bibliographical information for each title requested. The library receives a complete set of cards, ten

unit cards or a photocopy of the National Union Catalog entry; titles not located in any of the NLS sources are returned unfilled.

Shelter Rock uses this service only sparingly because it is disappointed with the results. For a recent request on a group of older out-of-print books, Shelter Rock received catalog cards for only a few and the less desirable but still useful bibliographical data for most of the others. Since cataloging has been done at the Service Center only since 1961, it is less likely that a record will be there for out-of-print books published before that time. Author and title information for 38 of the gift books at Shelter Rock was checked against the official record at the Service Cente., and it was found that cards could have been supplied for 20 of the titles while cataloging information would have been supplied for the remaining. It would seem if the service were used for those items most likely to have been cataloged at the Service Center, the Library might find that it could benefit from use of the service.

Non-Book Materials

In 1974, the Service Center did not offer member libraries any direct processing services for non-book materials. Arrangements had been made with a phonorecord/cassette jobber, National Record Plan, for libraries to purchase these materials at a discount higher than what most libraries had been receiving. Arrangements had also been made with Bro-Dart, Inc., a commercial processing firm for libraries to have their phonorecord and cassette orders cataloged and processed at a cost below that usually offered to libraries. Shelter Rock is one of the big users of the Bro-Dart service; in 1974 it ordered 360 processed records.

Pamphlets are a very important resource for libraries, often supplementing the book collection with more current information. Libraries may order pamphlets on a coordinated basis through the Service Center which assigns subject headings to them. Shelter Rock makes good use of the service; in 1974, it received 268 pamphlets from the Service Center.

Union Catalog

The Service Center maintains an author and title union catalog which indicates the book holdings of each member library. Books ordered and processed through the Service Center are automatically entered. Each member library is responsible for notifying the Union Catalog of each adult non-fiction book acquired locally. Statistics maintained at the Service Center reveal that in 1974 notices for 1605 books added by Shelter Rock were received at the Service Center and added to the Union Catalog. Withdrawal notices totaled 258, of which only six were not listed in the Union Catalog as being owned by the Library. The Union Catalog listings for Shelter Rock's holdings are undoubtedly the most accurate of any NLS member library. Twenty-one of the Library's discards in 1974 were added to the Last Copy Center at the Service Center since they were the last copies of the titles owned by a public library in Nassau County.

CONCLUSION

Every area of a library's operation is an integral part of its total program. The technical services functions are complex and often the least understood. But, they are a vital link in the effectiveness of the public service departments such as reference and circulation. The effect of any change made in the technical services area on other library operations must be considered before the changes are implemented.

This report points out that the Shelter Rock Public Library has done a good job in the acquisition and organization of its library materials without these functions being structuralized. It probably could continue to operate in this area in the same way in the future. However, the acceptance of the major recommendation of this report to organize these operations into a Technical Services Department seems appropriate at this time. Tighter control over these vital functions could be exercised; the professional staff could be relieved of many of their clerical tasks, and, in the long run, it would result in a more economical and efficient operation.

A COMMUNITY RELATIONS PROGRAM

The Shelter Rock Public Library, by nature of its establishment as a Special District library, serves a varied community whose only common identity is the library. Removed by legislation from the necessity of getting yearly voter approval of its budget, it is also removed from close contact with the community groups it serves.

Visitor, patron and library professional alike are impressed with the beauty of the building and the attention to detail -- green plants, attractive displays, shining floors, etc. -- and the friendly concern of the staff. Even when the library operated in much closer quarters in its former storefront location, the helpfulness of the staff was clearly evident.

The library district, because of its amalgamation of unincorporated areas not already taxed for library purposes, is a heterogeneous one. The library is financially well-supported and it is backed up by a dedicated Board of Trustees (several of whom were members of the Friends group that spearheaded the emergence of the library) and a concerned Director. However, there is an awareness on the part of the Board, the Director and the staff that the library's relationships with its public is amorphous, that more programs and services are needed and that its once vital and functioning Friends group has deflected its energies to become an organization in name only.

This section of the survey will examine the library's ongoing community relations program and make recommendations to encourage the library to become more effective in reaching its public and in establishing a common pride in affiliation with the library. The nation-wide emergence of the library as a community information and cultural center should be the in-depth focus of the Director and the Board in reviewing current community relations goals and objectives.

THE PHYSICAL SETTING

A. The Building

From a patron point of view, the exterior and interior of the library present esthetic, inviting atmospheres for stopping and lingering. The children's story area and the turret seats beckon the child and the child-at-heart. The warm bricks of the community room walls serve as distinctive backdrops for the changing wall hangings (sometimes the bricks serve to distract when certain types of art are hung). The physical problems of

the handicapped patron and the elderly have been carefully considered and carried out in the construction of the building.

COMMENT:

Although a sign alerts passing motorists coming from one direction, those approaching the library from the north find their vision blocked by the VFW sign just before the library. A decorative banner might make a handsome addition, as well as a directional aid, to the exterior of the buildi.g.

B. Bus Service

Patrons from the northeastern section of the library district must go over heavily trafficked roads to reach the library. For bike-riding youngsters, there are hazards involved. Since half of the library population comes from this section, a survey of the need for bus service might be undertaken. In a recent edition of The Rancher, the community newsletter for some 600 homes, area residents interested in library bus service were asked to call a given telephone number (no identification of whom it belonged to). Library follow-up seems indicated.

PRINTED MATERIALS

. a monthly calendar

A copy, typewritten on 8-1/2" x 11" white paper, is mounted on the lobby kiosk. Multiple copies are not available for distribution.

. newsletter

Produced twice a year, it includes mention of highlights at the library, and is mailed district-wide (7600 copies) each time.

. brochures

Printed publicity for monthly art shows, and occasional programs, is produced in limited quantities (up to 300 copies) for in-house distribution.

. booklists

The library does not issue its own booklists. NLS booklists are attractively displayed at the lobby kiosk.

. library brochure

One such brochure was offered when the library moved into its present quarters and was subsequently updated for ALA visitors last summer. Consideration is

being given to a new revision soon.

. general give-aways

From time-to-time publications are offered to explain library policies and trends. "The Short and the Long of It" (produced in cooperation with school district librarians explains procedure for handling school assignments) and a folder on automation (explaining the new circulation control set-up) are two examples. An informational item aimed at students is in the planning stage.

COMMENT:

Shelter Rock printed materials, with the exception of the monthly calendar are professionally and attractively produced. To reach more than just library patrons, the following suggestions are made:

1. Produce the monthly calendar in a more attractive format (a low-key, low-cost version needs simple additions such as colored paper, logo, layout, selectric or composer type to be readable and eye-catching) and increase the quantity for large-scale give-away.

2. Increase the quantity of program flyers and widen the distribution. To offset additional costs, use less expensive paper and folds. Ask the Friends for a yearly program publication budget, if more money is needed.

3. Mail the calendars seasonally, sometimes as an inclusion in the newsletter. For example:

    a. Fall newsletter (Sept., Oct., Nov.) with a calendar page or pages.

    b. Winter calendar (Dec., Jan., Feb.)

    c. Spring newsletter (March, Apr., May) with a calendar page or pages.

    d. Summer calendar (June, July, Aug.)

4. Deposit calendars, newsletters, program brochures and general give-aways at: churches, synagogues, school libraries, railroad stations, shopping centers and doctors' offices.

5. Add pictures and stories about staff (particularly important with a largely part-time staff) and trustees, as well as photos of community people and programs in calendars and newsletters.

6. Offer bookmarks with information on library hours, Sunday hours, etc. Such bookmarks are offered inexpensively through the NLS/PR office.

PUBLICITY

Releases and photographs, when applicable, are sent to major dailies and local weeklies. Radio and TV announcements are sent on a regular basis.

COMMENT:

1. The library stories, when sent, receive good coverage because they generally are of above-average interest. However, there has been staff comment that not all library programs are covered by releases -- film programs, for example. The Director has indicated that only selected programs are publicized because of the danger of "Standing-Room-Only" crowds. Since the library exists to serve all of its publics, all of its programs should be equally publicized whenever possible. When feasible, if an overflow audience is expected, a repeat program should be planned. When not possible, the public should be informed of a "first-come, first-served" policy due to space limitations and safety regulations. Other Nassau libraries, faced with similar situations, have found equitable solutions, while still offering extensive information via news releases and flyers

2. Other publicity outlets that should be considered are the Pennysaver and PTA bulletins (especially since the library covers three school districts).

PROGRAMS

Herricks Adult Education classes meet regularly in the community room. I & R programs and tax consultant information programs are available at the library. Books are selected and taken to two senior citizen groups at their meeting times. Children's programs are frequent, well-publicized and "jampacked," according to the Director. Adult programming is planned by the Director; music programs are suggested by the art and music librarian, who is a part-time employee. Programs are not planned ahead on a long-term basis, as are art exhibits and displays. The Director would like community help in the mechanics of such programs as opera-bus tours, book-author luncheons, discussion programs, and so forth, and had hoped the Friends group would help in these directions. The staff has noted the need for YA programming, more AV programming, discussion groups, the possibility of forming an historical society, etc.

COMMENT:

With the library having added Sunday hours to its schedule, it seems imperative that family offerings be included on a regular basis. Expansion of programming should be considered a priority. The following steps should be taken:

a. A community committee should be formed for input in programming (for details, see comments in Friends write-up).

b. The large group of patrons in the fine and performing arts, as well as the literary arts, should be tapped for planning and programming.

c. The calendar and newsletter should encourage patron programming suggestions.

d. More than the Director and a part-time professional are needed to create the sophisticated and varied programs the public would support.

e. For larger, more expensive undertakings -- film festivals, repertory theatre, book-author presentations -- cooperative ventures with neighboring libraries such as Manhasset and Roslyn should be explored.

f. More adventurous programs - like graduate educational programs; bus trips to Soho, Stratford, Hirschhorn museum in Washington, etc. - should be regular library features at Shelter Rock.

g. Improvising or adding a stage would encourage performing arts presentations. Such programs are not currently offered.

h. The addition of a piano (a gift of the Friends) has increased opportunities to offer more professional musical programming.

DISPLAYS, EXHIBITS, GALLERY SHOWS

Several exhibit cases, including innovative and eye-catching "jewel box" containers (four small but distinctive glass cubes mounted in a row on one wall of the inside lobby) are filled with better-than-average, often highly unusual or unique, monthly changing displays. The community room walls, and other walls of the library as well, (including the one behind the circulation desk) effectively serve as backdrops for hanging gallery shows. Flair and imagination are evident in presenting displays of sculpture or banners. The Director and the Public Relations specialist plan the exhibit schedule together, usually 12 or more months in advance. The community, through the newsletter, is encouraged to offer exhibits. People who come by informally with viewing in mind are treated courteously. No written exhibit policy exists. An unusually fine lending collection of art prints is virtually unnoticed and unused.

COMMENT:

The taste and the time devoted to selecting displays and exhibits is evident in the variety and quality of the material shown.

- In the interest of conserving the Director's time and in promoting more community input, it is suggested that a community committee be formed to work with the PR specialist to plan and execute the exhibits and displays. Plans can be reviewed by

the Director for comments and final approval. A written exhibit policy, in addition to committee review of exhibit applicants, should be put into effect.

- The art lending collection should be relocated for eye appeal and publicity purposes. A library bookmark/brochure about the collection should become a reality in order to generate interest and use of the collection. Here, too, community input could prove valuable.

(PUBLIC RELATIONS) COMMUNITY RELATIONS STAFF

A part-time consultant works with the Director on community relations. Although one trustee is assigned to the community relations/pr task, it is not an active assignment.

COMMENT:

To fulfill the potential of the library's community relations program and to reach out to all of its publics, more time is needed to pursue community relations in depth. Consideration should be given to adding more staff time to the existing community relations position.

COMMUNITY RELATIONS BUDGET

Consultant's fee plus
$1200 -- two newsletters
$ 260 -- postage
$1000 -- other printing
$2500 -- programming (includes rental of films, fees)

COMMENT:

Budget for postage, printing and consultant's fee should be raised. The programming budget might be compared and reviewed with that of other North Shore libraries such as Roslyn and Port Washington. The Friends group, though inactive, has a healthy bank account amassed over the years from fund-raising functions and membership dues. Some of this money could serve to back up printing and programming budgets.

TRUSTEE INVOLVEMENT

As has been mentioned, one trustee is assigned to the task of community relations (public relations), but it is not an active role. No written community relations policy exists.

COMMENT:

The trustee assignment to community relations should be a working one. There should be continuing communication from the Director on current community relations programs and services. All of the trustees, should be visible as library trustees, at organizational meetings, at dedications, and other events of a civic, cultural or educational nature. A written community relations policy should be prepared and reviewed periodically by the Board and the Director. Broad guidelines for such a policy are found in "Trustee's Reference Kit," LSCA Pioneer Library System In-Service Training Project -- Rochester, N. Y. (a reference copy is available in the NLS/PR office). Specific immediate and long-range goals and objectives should also be available. Invite the public to attend Board meetings by putting the information in the calendar and on the library bulletin board.

COMMUNITY INVOLVEMENT

Good relations with the VFW group which owns the adjoining building has resulted in bingo checks given as gifts to the library, as well as the open offer of use of the facilities -- parking lot, rooms -- if needed. The Director does not go out to community meetings, either as a member of the audience or as a speaker. The trustees, to some degree, participate in community activities. Classes, generally from the Herricks school district, take tours of the library. Library materials, which have been offered for Welcome Wagon packets, have not been used in this distribution pattern of late. There is little or no community involvement in library program or display planning.

COMMENT:

1. The Director and the trustees should make a concerted effort to get out into the various communities wearing their "library hats."

2. The library should send out letters to community organizations offering program speakers.

3. Tours of the library by classes from all the school districts should be actively promoted.

4. Every opportunity to disseminate library materials, including Welcome Wagon packets, should be followed up.

5. A community suggestion box at the circulation desk, comment sheets for display and programs and a community survey are various ways of eliciting community reactions and one or more of these should be considered.

INTERNAL STAFF RELATIONS

There are more than 40 members of the staff, most on part-time schedules. Communication via

staff meetings is difficult because of the split scheduling. Communication by staff newsletter, Behind the Scene, is irregular. A regular orientation is provided only for pages, along with a procedure manual. Communication with the Nassau Library System is provided by the routing of Library Lines to the professionals and subsequently posting the current issue on the staff bulletin board. Few, if any, staffers have participated in the regular monthly tour of the Service Center -- again, because of scheduling. Staff comments indicate an awareness of frustrations caused by such scheduling -- no direct chain of command or communication.

COMMENT:

An examination of hierarchy and scheduling, in the interest of coordination and communication, should be made with recommendations for improvement of such conditions. New staff orientation should be contemplated as a regular procedure. Shelter Rock staff should be encouraged to take tours of the Service Center, whenever feasible.

FRIENDS OF THE LIBRARY

The Friends of the Library, formed because of a need to create a new library, began as a dynamic force in response to a real need. Several of the original members have become library Board members. With the establishment of the library, the degree of Friends activities dwindled Travel tours, sponsored for several summers, and annual membership dues (obtained through a mailed appeal to the whole district) helped to build up a substantial bank account.

Over the years, the Friends group has become increasingly inactive. With the advent of the new building, it was hoped that the Friends would become reactivated and act as extensions from the library to its community.

A dynamic president undertook this task in 1973. Much research into Friends groups, attempts to get people out to meetings, attendance at library Board meetings and conferences with the previous Friends president -- all over a period of two years, has led the current president to believe that the group is dormant because no problem exists to arouse them from their passive attitude. An appeal to help with cultural offerings at the library had only one positive result - Friends raised enough money to acquire a baby grand piano for the community room. Money is given willingly, but participation is not.

COMMENT:

Most Friends groups function best when there is an urgency. No urgencies exist at the Shelter Rock library. Another way Friends function successfully is at annual budget time Shelter Rock is in the fortunate position of not having to go to the public for approval of its annual budget. There is no "real" community to act as an adhesive to bind people together. Real tasks must be involved to encourage a lay group to perform on an active

and interested level.

- In the previous pages of this report, several lay committees have been suggested to aid and abet library programs. Perhaps the time has come for the Friends to dissolve, to turn over its bank account to the library for use in programs and services, and the organization of a new group -- a Cultural Council -- to be undertaken. In a community with a high proportion of creative, well-educated, middle-to-high income residents there should be a core group willing to accept the challenge of planning, as well as following through on, new and improved programs. Such a group, representing a wide spectrum of the community, could be divided into committees -- fine arts (including art prints lending), performing arts and films, and an historical society. Each committee would work with the community relations specialist and meet from time to time with the Director and the trustee assigned to community relations. Care should be taken to incorporate in the bylaws of the organization, rules for lengths of term of office to avoid developing a "power group." Eventually, after such a Council has been firmly launched, efforts should be made to work with similar groups representing neighboring libraries, in order to coordinate and extend, rather than duplicate, cultural offerings.

- Relationships between any group of citizens, the Director, the Board and the staff require time, patience and tact. However, at Shelter Rock, where community input and active interest is so minimal, it is particularly important that the establishment of such relationships be of high priority. Guidelines for developing good will and good relations with a group such as a Cultural Council can be found in two excellent books: Friends of the Library, Sarah Leslie Wallace, ed., American Library Association, 1962 and The Library Trustee, Virginia Young, ed., Bowker, 1969.

RECOMMENDATIONS

A number of specific and general suggestions have been outlined in the preceding pages for consideration by the Board and Director to improve the library's communication with its public, to strengthen its image and to extend and enrich its services. The Shelter Rock library now offers good, oftentimes superior, services to its patrons. But it, like its community, has untapped resources that should be utilized, to help reach its potential as one of the more outstanding libraries in the county.

The Board needs to set a timetable in acting upon the suggestions offered. Follow-through and consistency, along with a periodic review of goals and objectives -- for strengths, weaknesses and current validity -- should maintain a strong library image consistent with an accelerated, enriched plan of service.

CONCLUSIONS AND RECOMMENDATIONS

After having done several library surveys, it does appear that there are certain almost unavoidable pitfalls that result from examining a library plant with a fine-tooth comb. Faced with pages of suggestions for changes - some minor, others more pervasive - a library staff and Board must wonder - "Aren't we doing anything right?" Hopefully, the staff and Board at Shelter Rock will never let such a thought concern them for, without a doubt, the Shelter Rock Public Library is a strong public institution which daily provides innumerable and invaluable services for its citizens. The library planners have every right to bask in the light of a job well done. Consequently, the following recommendations are offered for consideration to enhance what is indeed a very fine public library.

MAJOR RECOMMENDATIONS:

1. REORGANIZE THE STAFF STRUCTURE

The present staff organization is charted in Chapter V, page 2. This structure does not adequately allow for needed coordination, does not provide some major departments (Reference and Technical Services) with leadership in the form of department or section heads, divides the staff along an artificial line (job classification) that does not foster library objectives, and in general, has disadvantages that have been mentioned throughout this report. It is therefore, the major recommendation of this survey that three key positions, representing major library departments, be established immediately below that of Director with each department head reporting to the Director and responsible for the smooth operation of a major library function. The three suggested positions are: 1) Head of Public Services, 2) Head of Technical Services, and 3) Head of Circulation. The first two positions - Public Services and Technical Services - require professional personnel to operate effectively while the third - Circulation - should be staffed with a principal library clerk. Responsibilities for the Head of Public Services should include coordination of all age level services (including Children's), reference services, audio visual services, and special projects/outreach/programming services. Establishment of such a position should include allowance for additional compensation so that the person filling the position is in charge of the library in the absence of the Director. This proposed position - Head of Public Services - would become the second most important position within the organizational scale. In restructuring the library's organization along functional lines, provision must be made for page and clerical personnel to also be so assigned - in effect then, a clerk would either be part of the Technical Services Department, the Circulation Department, or the Public Service Department and would report to assigned personnel within that department. The position proposed for the Technical Services area is fully

documented in Chapter VII and so requires no further clarification here. The Circulation Department should, in all probability, provide for the Data Processing section activities as they are circulation services oriented but further study of this section's activities might present a credible case for placing Data Processing activities within the Technical Services Department. When the organization shift is complete, the Director will have the following personnel reporting to him/her - 1) Secretary to the Director, 2) Senior Account Clerk, 3) Custodian, 4) Head of Public Services, 5) Head of Technical Services, and 6) Head of Circulation Services. Primarily, because of the adjustment in the Technical Services procedures under such a reorganization, the interlocking areas of responsibility between the six positions will be eliminated thus providing for a workable and manageable span of control. It cannot be emphasized too strongly that creation of these three key positions alone will not appreciably change the pattern of controls that dictate library procedures presently. Each of the three key persons must also be given the needed authority to effectively supervise operations in their area and must be aware of the responsibility invested in them through the requirements of the position. To add emphasis to what is meant by "authority," a definition from Local Public Library Administration seems appropriate: "Authority in management is best defined as the right to guide or direct the actions of others and to exact from them responses which are appropriate to the attainment of the organization's purposes." (p. 87).

2. REARRANGE THE LIBRARY'S INTERIOR

The loveliness of the present building housing the Shelter Rock Public Library and its excellent provision for growth space have been mentioned several places in this report. Both the availability of space and the ready adaptability of this space to other purposes indicate that shifts in service emphasis should be followed by shifts in interior segmentation or space assignment. Perhaps the most noticeable inconvenience resulting from the present space utilization can be found in the use of the meeting room for an art gallery. Such a two-fold use of space means that this unsupervisorable area must be manned continuously from 3 p.m. until closing each evening, cannot be open to gallery viewers during meeting room use, and is probably not attracting a maximum number of gallery viewers because it is separated from the main reading room areas - i.e. not on the normal traffic route. Other operations within the library also are suffering in varying degrees from the facility's layout that in many areas hampers the most efficient delivery of service to the public. One example of the effect externals have on the delivery of service can be seen in the case of Reference service which, as the report has mentioned, does not operate from the "reference" desk but from the Adult Services Office. In the YA section of Chapter VI, the use made of the carrel area as a site for YA congregating that frequently leads to disciplinary problems was mentioned - again an example of the type problem that often surfaces with unsupervised segments of a public building. In an attempt to correct these and other difficulties encountered with the present separation of areas in the adult side of the main floor, it is suggested that:

1) the present YA area (500 sq.ft.) be converted into an art gallery complete with glass partitioning to form separate yet viewable exhibit space within the library.

2) the present Art and Music section of the library (600 sq.ft.) be converted into the YA area of the library and be furnished with YA's in mind (see YA section of Chapter VI).

3) the present Art and Music section of the library be integrated into the collection with reference Art and Music going into the reference collection and the remaining materials (excluding phonodiscs which deserve a separate display) being shelved in their regular Dewey sequence.

4) the present carrel space be devoted to an enclosed periodical storage and reference workroom area to eliminate the congestion of the present workroom area and eliminate the need for storage of older files of periodicals in the public browsing area. Such a plan should include far more reliance on microfilm copies of periodicals and less reliance on extensive backruns of older issues (thus also clearing the present workroom area of most, if not all, older periodical holdings).

5) the present Adult Services Office be converted into a site for the data processing operation associated with the circulation control program thus freeing additional and more flexible workroom space for staff desks.

6) the present card catalog files be moved further into the adult section with the most likely location being that of the present reading room tables.

7) the site of the present card catalog be converted into a "recent additions" browsing area complete with lounge furniture and listening stations.

8) the general area of the present reference desk and of the microfilm readers be converted into headquarters for a Reference Department complete with at least a two-man station, an extensive "ready reference" collection, and the main reference phone line for accepting outside calls. It will be crucial in implementing this change that the circulation desk personnel have a clear vision path to the reference area to facilitate patron directing (meaning removal of the vertical files from their present obstructing path - see Chapter VI, Reference section).

3. ABANDON DEPENDENCY ON PART-TIME PROFESSIONAL STAFF & BEGIN PLANS TO INCREASE PRESENT 6.41 F.T.E. PROFESSIONAL LEVEL TO 14 F.T.E's.

Chapter V outlines rather fully the need for at least 14 F.T.E. professional librarians if Shelter Rock is to maintain a schedule that requires an average of 260 professional man hours per week. The 14 F.T.E's. should allow adequately for illness, vacations, off-the-desk duty, and outside-the-library contacts. In addition, this level of staffing should provide for continuation and expansion of such services as young adult services, I & R

services, Talking Book services, age level programming services, audio visual services, children's services, adult services, services for Seniors and disadvantaged segments of the community, adult independent learner services, etc.

At least 2 of the 14 positions deserve priority consideration for immediate inclusion - 1) another full-time Children's Librarian and 2) a full-time Reference Department Head who would report to the Public Services Librarian and have responsibility for all reference personnel - both professional and non-professional. Equally important will be providing for the two new positions - Head of Public Services and Head of Technical Services. Beyond these four additions, the Board will have to gradually phase in the added professional personnel necessary to conduct the present service program outlined. Certainly, such a sizeable increase in salary expenditures cannot be expected to occur overnight and the Board needs to construct a timetable for orderly implementation of increasing the number of professional staff.

4. CREATE A PHILOSOPHY OF COLLECTION DEVELOPMENT OUTLINED IN A BOOK SELECTION POLICY STATEMENT

The various sections of Chapter VI have covered the present stage of collection development and made suggestions for some shifts in policy to allow for strengthening certain areas. For example, the whole collection - juvenile, young adult and adult - stresses non-fiction selections and de-emphasizes fiction materials (an obvious policy developed for compiling a strong collection during the early years of the library's existence). Now it is evident that fiction for both adult and juvenile collections needs some concentrated attention and that young adult fiction should be re-evaluated in terms of the collection's limited age-range appeal. Another facet of the collection that should receive almost annual assessment is the Art and Music area. Also, the importance that non-book materials - records, cassettes, slides, open-reel tapes, etc. - should play in the overall collection needs to be examined. The stated objective - "to select for the broad, general interests of the public" - has merit but may not necessarily be reflected in the materials on hand. Once a philosophy has evolved, then the process of converting ideas into purchasing guidelines should begin. A Book Selection Policy should reflect the staff's input, the Director's input, and the Board's input and final approval. A section of the document should outline the library's discard policy which, as the report has shown, needs to be greatly stepped up. Book Selection Policies in American Libraries, ed. Calvin Boyer and Nancy Eaton should prove useful in structuring any Book Selection statement. And, fortunately, a recently issued study entitled, Weeding Library Collections (Stanley J. Slote, c. 1975), should prove invaluable in devising a discard policy that is both workable and can be put to immediate use.

5. CONSTRUCT A POLICY AND PROCEDURE MANUAL

Samples of such organizational manuals, that are made available to each staff member, can be secured through the Nassau Library System Office. Sections in such

a manual should cover: 1) the library's objectives, 2) the organization chart of the library , 3) matters concerning staff appointment (recruitment, tenure, etc.), 4) staff development provisions (attendance at conventions, workshops, encouragement of further education, etc.), 5) staff evaluation procedures, 6) promotions, transfers, demotions, 7) procedures when leaving employment, 8) working conditions and/or staff rules and regulations, 9) leave policy, 10) fringe benefits, and 11) compilation of Board policy on the operation of the library (exhibit policy, meeting room use policy, circulation policies).

6. ASSIGN PRIORITY TO DEVELOPING STRONGER TIES WITH THE COMMUNITY SERVED

Both the Community Relations Program (Chapter VIII) and the section on Library Use by Organizations (Chapter VI) have fully covered the need for further library involvement in the life of the community. Certainly, a step in this direction would be implementation of a monthly newsleter to the District citizens. The Community Cultural Council suggestion would also be helpful in cementing ties. And, of course, more time must also be scheduled for professionals to spend out in the community, representing the library on Boards and committees and making presentations. Additional detail on methods and means of achieving stronger community relations are outlined in the two chapters mentioned.

7. SECURE THE SERVICES OF A GRAPHICS DESIGNER TO PRODUCE APPROPRIATE LIBRARY GUIDING AIDS

Given the interior decor of the Shelter Rock Public Library, it appears that the staff has objected to haphazardly putting up signs because they might detract from the logical and orderly arrangement that is predominate throughout. Without some informational devices though the "self service" appeal of the library is lost on many patrons and their frustration may lead them to abandon their information pursuit. Suppose, for example, a patron discovered at the card catalog that his book was located in the "LT" section - how to proceed? Without assistance in discovering that "LT" means Large Type and then tracking down the location of the Large Type Collection, a patron might never secure the volume sought. The audio visual section of Chapter VI pinpointed the need for some informational clues as to what the "wooden cubes" were and how to proceed to get them unlocked and operative. Considering the policy of seldom if ever manning the Art and Music desk, the YA desk, and the Children's desk, it could be assumed some guidance on how to secure professional assistance is needed in each area. These three instances of guiding inadequacies are indicative of many many more cases that require expert assistance to eliminate. In furnishing patrons with better quidance, consideration should be given to including wall hangings, wall panels, standing signs, colored coded guides, printed guides, informational publications (similar to the recent Shelter Rock publication - "Shelter Rock Public Library Periodical Holdings, 1975"), audio visual presentations, an information station, etc. Creation of a unified

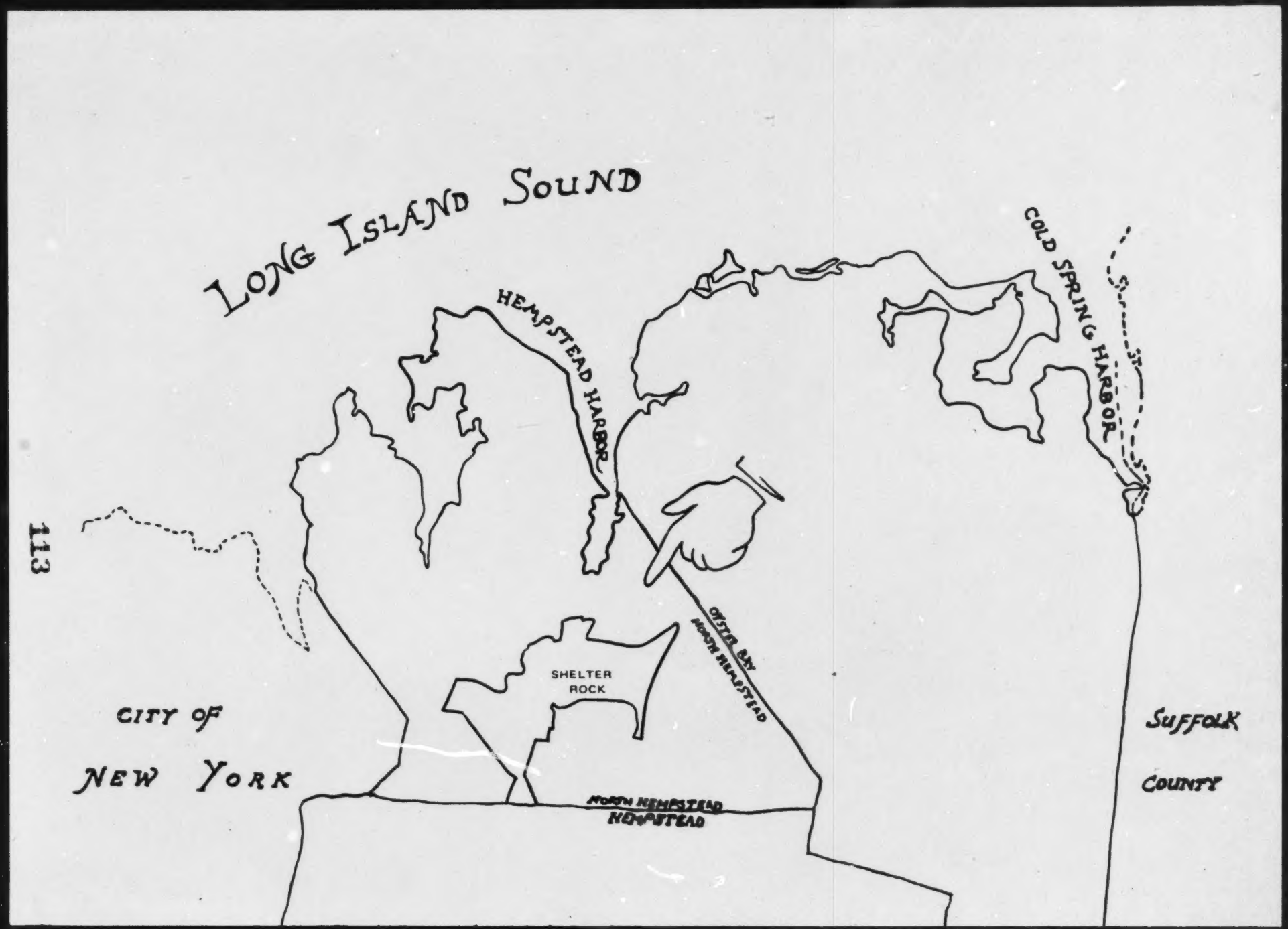
approach to guiding should be done cooperatively with the knowledge of the librarian and that of the graphics designer combined to produce desired results - i.e., better delivery of service to the patron.

8. REVITALIZE THE COMMITMENT MADE DURING THE BUILDING'S DESIGNING TO EMPHASIZE AV MATERIALS, EQUIPMENT, & SERVICES

At the time of the architectural creation of the Shelter Rock Public Library there were numerous attempts to provide adequate wiring and design elements to support a vast AV programming effort. Although it cannot be said that Shelter Rock has totally abandoned concern for AV services, a full array of AV services has never materialized. If a commitment to AV is made, then Shelter Rock should expect to expand resources in all current formats and secure some AV formats not presently available such as slides and filmloops and open-reel tapes. The recommitment to AV should begin with the Juvenile holdings - particularly the immediate utilization of the available wet carrels for housing listening and viewing stations. Consideration should also include plans to loan equipment - cassette players, tape recorders, 16 mm projectors, etc. If AV is given some priority in terms of staff time and monetary expenditures then the programming aspects of media should also be expanded to include more frequent film discussions, film/lecture presentations, creative media instruction, etc.

9. DEVELOP AND EXPAND PROGRAMMING OFFERINGS

The highlight of the Shelter Rock programming activity centers around the Sunday concert series. More programming during the early morning and afternoon hours to attract housewives and Seniors is needed. Young adult programming is virtually non-existent and must be given more priority by the administration so that poetry groups or film series or discussion sessions are part of the normal library fare. Juvenile programming that would interest older children, parents with children, and those individuals working with children should be devised and put into operation shortly. In effect, Shelter Rock has been placing emphasis on programming that would appeal primarily to an Art and Music oriented audience. The time to diversify is at hand so that a more vast array of personality interests can be catered to.


LONG ISLAND SOUND
HEMPSTEAD HARBOR
COLD SPRING HARBOR
OYSTER BAY
NORTH HEMPSTEAD
SHELTER ROCK
CITY OF
NEW YORK
NORTH HEMPSTEAD
SUFFOLK
COUNTY

NASSAU COUNTY

SHOWING LOCATION OF

SHELTER ROCK SPECIAL LIBRARY DISTRICT

Scale and position approximate

SHELTER ROCK PUBLIC LIBRARY

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SHELTER ROCK PUBLIC LIBRARY

ease complete these sheets. If additional space is needed, use the back of the form. These sheets ll be the basis for holding interviews with randomly selected staff.

me: _____ Date: _____

assification: _____

sition Title (if different): _____

mediate Supervisor: _____

BRIEF GENERAL DESCRIPTION OF DUTIES

of Total Time ent on Each Duty	Duty

What characteristic of your library, or its patrons, or the interaction of both, is different from that of other public libraries? Please explain.

List other public libraries that you are familiar with, i.e. in which you have been a visitor or patron. If you worked in another library, please indicate that also.

If unlimited--or at least generous--funding were available, what new program or function would you like to see initiated by the library?

Under the same conditions, what present program would you like to see expanded? In what way?

On the other hand, if funding were cut, which of the present operations do you think could be eliminated with the least adverse effect upon library usage?

Do you think the organizational structure of the library and the procedures under which it operates are: poor _____ adequate _____ good _____. Please explain.

Do you think the organizational structure of the department of the library in which you work is: poor _____ adequate _____ good _____. Do you think the procedures under which you operate are: poor _____ adequate _____ good _____. Please explain, and if you have alternatives in mind, indicate how you would like to see it operate.

Do you think your agency is adequately staffed? Yes _____ No _____. If "no", do you think staffing would be adequate if organizational or procedural changes were made? Yes _____ No _____. If "no", what positions and how many of each would have to be added in order to bring staffing to the desired level?

What one change would you hope to see occur as a result of the survey?

Duties Under Direct Supervision of Chief of Technical Services
Shelter Rock Public Library

Activity	# of Pages	Total Hours Per Week	Where Performed	Ever done by Clks. or Librns.
Typing of tab-set orders				Clerks
Typing of purchase orders to direct vendors				Clerks
Completing the order sheets for orders to the Service Center				Librarians
Filing order cards in the outstanding order file	1	2	Workroom	Librarians
Checking on the status of unfilled orders				Librarians
Receiving incoming cartons of books or non-book materials	3	6*	Workroom/ Program Room	Librarians
Checking shipment to verify shipment is complete.				
Pulling order cards from outstanding order file and verifying that correct book has been received				
Approving invoice for payment				Librarians
Checking each book for correct call number on spine, book card, book pocket and catalog cards				Librarians
Checking to verify all catalog cards have been received				Librarians
Checking punch card against cataloging to see if entries agree and if not request corrections				Clerk

Activity	# of Pages	Total Hours Per Week	Where Performed	Ever done by Clks or Librns.
Assigning copy number				Librarians
Stamping library identification in book	3	6* incl. in 6 hrs. p.1	Workroom/ Program Room	Librarians
Assigning and labeling books for different circulation periods or special collections				Librarians
Assigning accession numbers				Clerks
Typing catalog cards, labels, etc.				Clerks
Revising typing				Clerks
Processing books	1	25	Workroom	
Reinforcing and laminating paperbacks	"	"	"	
Filing catalog cards in public catalogs				Clerks
Filing shelf-list cards				Clerks
Processing Records	2	3**	Program Room	
Processing Films/Cassettes	1	2	Tech. Servs. Office	
Film inspection (16mm)	4	9**	Program Room	
Film inspection (8mm)	2	4	Workroom	
Mimeographing	1	3	Tech. Servs. Office	

** These hours are included in 39 hour total for Program Room coverage

Activity	# of Pages	Total Hours Per Week	Where Performed	Ever done by Clks or Librns.
Addressographing	6	12/quarter	Upstairs work area	
Book repairs	2	2	Workroom	
Shipping and Receiving	2	5	Workroom	
Program Room monitoring	16	39	Program Room	
Reference Desk (Assist librarian)	16	39	Reference Desk	
Periodical Control & Process	2	15	Workroom	
Circ. Desk Coverage	9	33	Circ. Desk	
Shelving/Paging	24	110	Entire library	